Joint Deployment Training Center

Initial Operational Capability

CDRL A016/A017 Training Structure Management Plan

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Preface

This document contains the following Contract Deliverable Requirements List (CDRL) products.

- CDRL A016 Training Program Structure Document
- CDRL A017 Training Program Development & Management Plan
- Distance Learning Concept
- Selected Extracts from CDRL A068 Dated: 17 April 1998

The Statement of Work (SOW) for the Joint Deployment Training Center (JDTC) Initial Operational Capability (IOC) Project contained Data Item Descriptions (DIDs) for each deliverable and assumed that CDRL A016 *Training Program Structure Document*, CDRL A017 *Training Program Development and Management Plan*, and the *Distance Learning Plan/Concept* would be submitted as separate documents. After reviewing the SOW and the DIDs with the Director of JDTC, the United States Transportation Command (USTRANSCOM) Strategy & Policy Division Chief, and the USTRANSCOM task monitor, the following determinations were made:

- CDRL A016 *Training Program Structure Document* contains the course and curriculum outlines for the JDTC standardized core curriculum. These outlines are to be used during Full Operational Capability (FOC) to:
  - Develop the core curriculum for insertion into existing education and training instruction.
  - Instruct using distance learning (DL) solutions.
  - When appropriate, instruct through the use of mobile training teams.

- CDRL A017 *Training Program Development and Management Plan* describes how the JDTC will:
  - Manage the development and integration of JDTC core curriculum into existing Professional Military Education (PME).
  - Conduct Verification, Valuation, and Accreditation (VV&A) of curriculum.
  - Develop, test, and validate distance learning solutions for delivery of JDTC core curriculum.
  - When applicable, conduct course and student management IAW Service criteria.
  - Contain the planned milestones for core curriculum development and VV&A. This plan is to be used to form the technical management work plan for FOC.

- The *Distance Learning Plan/Concept,* Section 4, outlines the concept and implementing actions required for the JDTC to utilize distance learning technology to deliver its core curriculum to the Joint Professional Military Education (JPME) community.

<u>After determining the intent of each contract deliverable it is clear that these documents will be more useful if they are combined into a single document that:</u>

- Outlines the JDTC core curriculum.
- Contains the Management Plan & Milestones Schedule.
- Validates, and coordinates the insertion of the core curriculum into current PME instruction.
- Describes the JDTC Distance Learning Plan and implementing actions.
- Restates the critical process and analysis used to prioritize curricula development plans, analysis conclusions, and Executive Advisory Board (EAB) recommendations.
- Contains the FOC curriculum development priorities.

Therefore, this document contains A016, *Training Program Structure Document*, and CDRL A017, *Training Development and Management Plan* with the *Joint Deployment Training Center Distance Learning Plan/Concept*. These individual documents are combined into this single integrated document to provide more useful information. The detailed contents of this document are described in the Executive Summary.

The DIDs in the SOW are more appropriate for a formal resident school. In accordance with (IAW) EAB guidance the JDTC's primary means of instruction are by distance learning and through insertion of JDTC curriculum into existing instruction. Therefore, the DIDs in the SOW are modified to meet the intent of each CDRL deliverable as discussed above.

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Executive Summary

1.0 Introduction. The Memorandum of Agreement establishing the JDTC sets the following priorities for IOC:

- Propose, write, refine, monitor, and suggest changes to appropriate joint doctrine for deployment and redeployment.
- Develop standardized joint deployment course instruction and provide curricula for Service use in their existing Service and JPME institutions, unified and component commands, and other locations as requested or required.
- Develop a program for exportable training and distance learning capabilities.
- Develop selected in-resident and mobile training team capability within the JDTC as agreed to by the EAB.

The JDTC contract team is tasked to perform the analysis required to determine and validate the Joint Deployment Education and Training requirements, and then produce instruction and curricula based on those requirements. This document details those Joint Deployment Education and Training products and describes the methodology used in their development. The contents of the document are listed below:

Contents

- **Executive Summary**
- **Section 1 Joint Deployment Educaction and Training Evaluation**
- **Section 2 Training Program Structure**
- **Section 3 Training Management**
- **Section 4 Distance Learning Plan**
- **Section 5 Full OperatingCapability**
- **Appendix A Joint Deployment Education and Training Curriculum Outlines**
- **Appendix B Joint Deployment Training Evaluation Matrix**
- **Appendix C Target Training Levels**
- **Appendix D ISO 9660 Specifications**
- **Appendix E Glossary**

2.0 Training Evaluation. During the evaluation phase of the task, a military and contractor Integrated Product Team conducted an analysis of the Joint Deployment Process with training as the critical variable. The analysis consisted of internal research and evaluation conducted by the JDTC team, followed by contact visits to the Unified Commands and JPME providers. The end-state of this process was the development of key findings that the JDTC used to design and develop joint deployment education and training curriculum. Detailed results of this evaluation are contained in the JDTC *Training Evaluation Document*, 17 April 98. A brief description of the process and findings are included below and described in more detail in Section 1.

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Training Evaluation Process

- **Review the previous USTRANSCOM analysis and the Joint Universal Lessons Learned (JULLS).**
- **Review CINC requirements and training needs profiles.**
- **Develop follow-up analysis plans and questionnaires.**
- **Conduct follow-up visits to the Unified Commands, Service Headquarters, Service Schools, and Joint Professional Military Education Institutions.**
- **Review CINC requirements and develop joint deployment curriculum development priorities.**
- **Gather and review joint deployment education and training curriculum. Compare the available joint deployment doctrine and education, and training curricula against the standard required.**

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2.1 Analysis Methods. After a thorough review of the previous USTRANSCOM analysis of joint deployment doctrine, education, and training, the JDTC team concluded that the original assessment remains valid. The follow-up analysis focused on providing more fidelity and clarity on specific training needs and tasks.

To gain this additional fidelity, the team conducted follow-up visits to the Unified Commands, Service Headquarters, Service Schools, and JPME providers. The team members visited deployment subject matter experts from each CINC, Service, or educational institution, including, staff deployment planners, operators, and curriculum developers. Additional analysis was conducted by reviewing JULLS, and by observing contingency and exercise deployments to identify areas requiring additional training. Specific methods used to conduct the analysis included:

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- **Perform Internal Review and Analysis.**
- **Gather Empirical Data.**
- **Leverage Subject Matter Expertise of the Joint Planning and Execution Community (JPEC).**
- **Conduct External Evaluation.**

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2.2 Key Findings. As a result of the analysis process, we have identified the following Joint Deployment Training Curriculum development priorities:

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- **Command Relationships.**
- **Deployment Process.**
- **C4 Systems.**
- **JRSOI.**
- **Decision Maker Deployment Training.**
- **Critical Deployment Operations.**

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3.0 Training Program Structure. The document also describes the training development process employed by the contract team to develop the Joint Deployment Education and Training standardized core curriculum outlines. These outlines contain the scope, learning objectives, and the detailed curriculum outlines from which the detailed lesson plans and materials will be developed during FOC. Detailed versions of these outlines are found at **Appendix A.**

4.0 Distance Learning. The Training Evaluation Document identified shortcomings in joint deployment education and training. As a result, the JDTC is developing courseware to teach the 'As Is' joint deployment process (roles and responsibilities) to senior, intermediate, and entry level decision-makers. In addition, the JDTC will supplement existing deployment education and training lessons used in PME institutions and convert current valid curriculum into more cost-effective training solutions. DL technologies provide a more cost-effective training solution over schoolhouse training as well as provide a medium to deliver education and training to a large number of people when and where the training is needed.

5.0 Tasks Leading to Full Operating Capability.
Primary FOC objectives are to complete the development and insertion of JDTC core curriculum into PME curricula where appropriate, to write or shape joint deployment doctrine, to begin conducting training on JDTC curriculum, and to implement the approved distance learning plan. The JDTC will accomplish the tasks outlined below during year one of the FOC period.

- **Task 1 Education and Training Curriculum Development**
- **Task 2 Doctrine Development/Refinement**
- **Task 3 JDTC Curriculum Training**
- **Task 4 Implement the Distance Learning Plan**

Section 1 – Joint Deployment Education and Training Evaluation

1.0 Purpose of Evaluation. The Memorandum of Agreement on the JDTC, dated 21 November 97, prescribes that, as DOD's "center of excellence" for joint deployment and common user transportation doctrine, training, and education, JDTC's IOC priorities are:

- Propose, write, refine, monitor, and suggest changes to appropriate joint doctrine for deployment and redeployment.
- Develop standardized joint deployment course instruction and provide curricula for Service use in their existing Service and JPME institutions, unified and component commands, and other locations as requested or required.
- Develop a program for exportable training and distance learning capabilities.
- Develop selected in-resident and mobile training team capability within the JDTC as agreed to by the EAB.

The JDTC conducted a detailed analysis of the Joint Deployment Process with training as the critical variable for analysis. The analysis consisted of internal research and evaluation conducted by the JDTC team, followed by contact visits to the Unified Commands and JPME providers.

1.1 Basis for Evaluation. The key element in conducting analysis of deployment training was a strictly defined deployment process. The Deployment and Joint Reception, Staging, Onward Movement, and Integration (JRSOI) Process Maps describe this process. These maps represent consensus of the JPEC as to what tasks are required to deploy forces. These tasks were then used as the basis for evaluating training in the deployment process in the Department of Defense. The process was arrayed in a matrix that detailed the phases, subphases, and tasks that are required to complete an effective and efficient deployment. This matrix and the JPEC approved description of each phase, subphase, and task are at Appendix B.

1.2 Evaluation Method. Using validated JPEC training needs and priorities, and using the process tasks as a benchmark for training requirements, the JDTC team evaluated education and training being offered by the Services and JPME providers to determine which deployment process tasks were being trained and where the training was being conducted. Specific methods of evaluation used in the process included:

- **Perform Internal Review and Analysis**: Once deployment process tasks were defined and arrayed in matrix form for further analysis, team members cross-referenced each task with current joint doctrinal publications, Service doctrine, Joint Training Plans (JTP), Joint Tactics, Techniques, and Procedures (JTTP), Universal Joint Task List (UJTL), and JULLS. This internal review established a validated training requirement for deployment process tasks and a basis for joint training development for tasks that were not being trained sufficiently.

- **Gather Empirical Data**:
  - The team conducted a broad search of the defense training community, using on-line and printed course catalogs as well as site visits to the Unified Commands and education and training providers, to determine what deployment tasks were being trained. These data were arrayed against the deployment task list to establish the joint deployment-training baseline.
  - The team revalidated the Unified Commands' training priorities. Each Unified Command responded to a JDTC questionnaire that updated the training priorities stated in the original USTRANSCOM analysis. The results of these questionnaires were the point of departure for a detailed needs analysis for the Unified Commands.
- **Leverage Subject Matter Expertise of the JPEC**:
  - The team maintained a customer focus throughout the evaluation, paying particular attention to the input and expert opinion of members of the JPEC. Site visits included round-table discussions to determine the highest payoff training products and the most pressing training needs.
  - The deployment training evaluation matrix was discussed in detail with the JPEC, and consensus was reached using the task list as a basis for training evaluation and development.
- **Conducted External Evaluation**:
  - JDTC also took full advantage of exercises and other deployment related events conducted during the evaluation period to gather additional data on deployment training needs and potential shortfalls. JDTC also obtained assistance from the Army's Deployment Process Modernization Office (DPMO) at Fort Eustis, VA. Figure 1.1 depicts the evaluation process used by the JDTC to determine training needs and priorities.
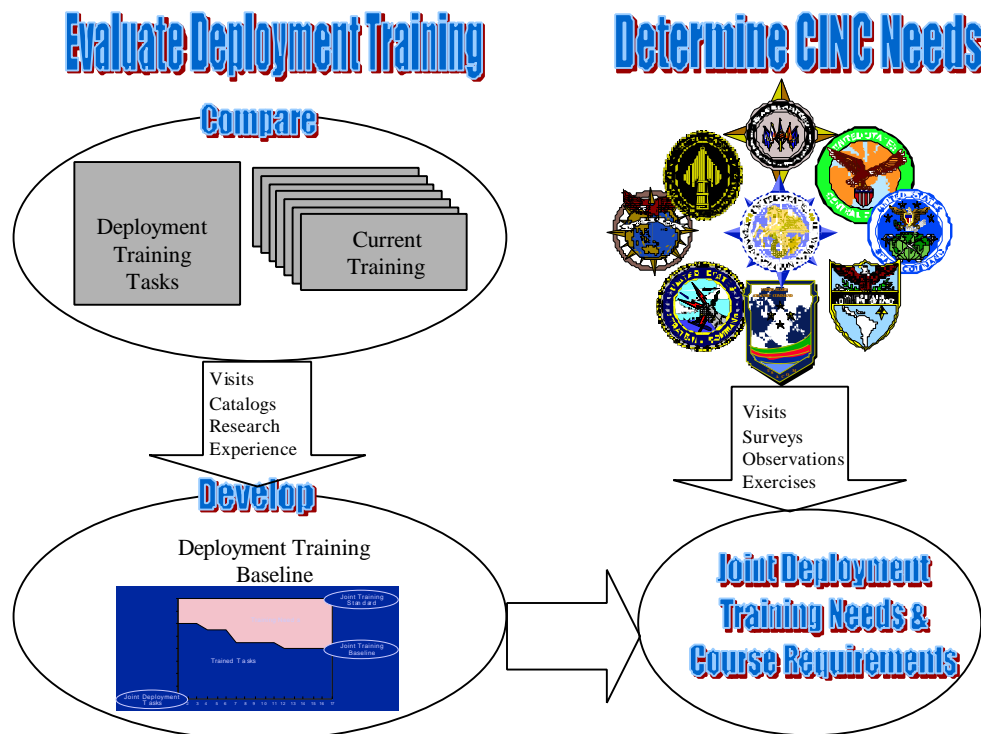
Figure 1.1 Training Needs and Priorities Evaluation Process

1.3 Types of Information Collected. The focal points of the analysis were training events and training products relating to the Joint Deployment Process. Team members gathered information using the following processes:

- **Prior Research**: A USTRANSCOM sponsored document, the *Joint Deployment and Transportation Center (JDTC) Assessment – Joint Deployment and Transportation/Training Final Report*, dated 18 August 1995, reported on the state of deployment and transportation training in the Department of Defense at that time. The document's results were not, however, tied to a well-defined process because it did not exist at the time the analysis was conducted. Team members leveraged the work done, using the research as a point of departure for their training data search.

- **Performance**:
  – The team gathered education and training data from institutional course catalogs, Internet sites, and training site visits.
  – The team gathered data on all training that was even remotely related to deployment and then applied those data to the joint deployment task matrix.

- **Observation**:
  – Team members attended deployment related training events that were conducted during the evaluation period.

− The team also reviewed multi-media courseware of deployment-related education and training.

1.4 Analytical Treatment of Data. The primary analysis tool for training evaluation was the training evaluation matrix. This matrix arrayed the training tasks extracted from the Deployment Process Maps. This completed analysis tool allowed training developers to:

- **Determine Training Shortfalls**: A detailed review of the training evaluation matrix allows training developers to pick out the deployment related tasks that are adequately trained.
- **Set Training Development Priorities**: Coupled with the CINC needs matrix, the training evaluation matrix allows training developers to prioritize the development of training products to best meet the needs of the JPEC, the training customer.

1.5 Summary of Findings. Throughout the analysis, it was apparent that the JPEC was committed to improving and standardizing joint deployment doctrine and curriculum. Efforts to improve understanding of the joint deployment process, writing deployment-related doctrine, and improving and modernizing curriculum were evident. However, the fact remains that joint deployment training is still not meeting the Unified Commands' needs. The following factors contribute to this fact:

- The recently validated Joint Deployment Process is recognized but not fully understood by all members of the JPEC.
- Joint Deployment Doctrine is emerging.
- PMEs are constrained by available time, reduced infrastructure for course development/modifications, and are concentrating on requirements directed by CJCSI 1800.01, *Officer Professional Military Education Policy*.
- Deployment process tasks are taught in 96 courses, however:
  - There are no specific joint deployment education and training courses or curricula for Senior/Flag Officers (Executive Level).
  - Critical CINC training requirement tasks are not being trained anywhere, or are not being trained to an appropriate standard.
  - Action Officer (Intermediate Level) and Installation Transportation Officer/Transportation Management Officer (ITO/TMO) (Entry Level) education and training focuses on providing knowledge versus providing the ability to apply, analyze, and synthesize deployment process tasks.
  - Management of automated tools training provides the basic knowledge skills and abilities to operate the systems, however action officers and ITOs/TMOs are not trained to apply those skills in the joint deployment environment.
  - The functions, roles, command and control relationships, and command, control, communications, and computers, (C4) application and integration responsibilities that are critical to execute the Joint Deployment Process are not being trained.

The JPEC recognized the Joint Deployment Process as the model for effective and efficient deployments. JPEC felt that additional education and training on the process will improve understanding and provide more effective and efficient deployments.

As a result of the analysis process we have identified the following Joint Deployment Training Curriculum development priorities:

- **Command Relationships.** All of the Unified Commands identified a requirement to improve the in-depth understanding of the command and control relationships of the players in the deployment process.
- **Deployment Process.** The JPEC expressed a need to better understand the critical deployment processes, and the interrelationships and dependencies between players and their products such as the TPFDD.
- **C4 Systems.** With the emergence of the Global Transportation Network (GTN) and other automated management tools, the JPEC indicated a requirement to better understand the C4 systems, and roles and responsibilities of each member in the deployment process. For example, who is responsible for entering passenger manifest data into GTN databases for in-transit visibility and what systems do they use?
- **JRSOI.** The doctrine for JRSOI is emerging and therefore very little training is occurring on this phase of the deployment process.
- **Decision Maker Deployment Training.** The JPEC indicated a need to provide education and training that focused on how to provide more timely information to decision makers during Crisis Action Planning, as well as how to use the automated tools to perform better analysis during deliberate planning and execution.
- **Critical Deployment Operations.** The JPEC identified a number of specific functional training needs that are impacting on current deployments. Members of the JPEC expressed the need to conduct better education and training on deployment operations that provide mission capable organizations, even when key infrastructure is damaged or denied.

Section 2 – Training Program Structure

2.0 Overview. This section describes the training development process employed by the contract team to develop the Joint Deployment Education and Training standardized core curriculum outlines. These outlines contain the scope, learning objectives, and the detailed curriculum outlines for each level of instruction (Senior, Intermediate, and Entry) from which the detailed lesson plans and materials will be developed during FOC. Detailed versions of these outlines are found at **Appendix A.**

2.1 Joint Deployment Education and Training Development. The key element in development of deployment education and training was the deployment process (see Figure 2.1). The Deployment and JRSOI Process Maps describe this process. These maps represent consensus of the JPEC as to what tasks are required to deploy forces. These tasks were then used as the basis for evaluating training in the deployment process in the Department of Defense.

The Joint Deployment *Process*

| Pre-deployment Activities	Movement to & Activities at Port of Embarkation	Movement to Port of Debarkation	Joint Reception, Staging, Onward Movement & Integration
Analyze Mission Structure Forces Refine Deployment Data Prepare the Force Schedule Movement	Assemble & Marshal Forces Conduct POE Operations	PREPO STRATEGIC MOBILITY TRIAD AIRLIFT SEALIFT	Analyze Mission Prep to Receive the Force Conduct POD Ops Confirm Deployment Data Prepare the Force Assemble & Marshal Forces Onward Movement Conduct TAA Ops Complete Force Integration
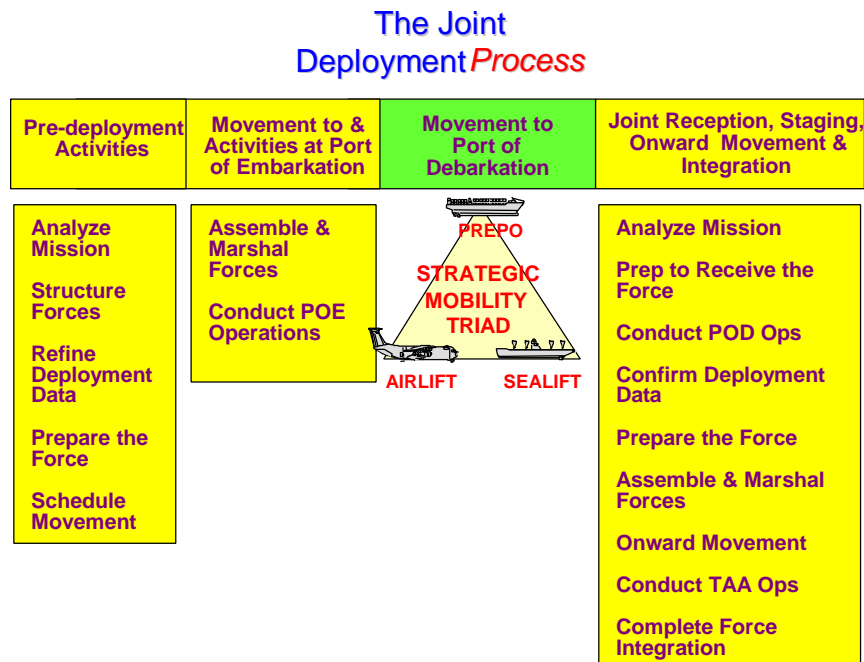
Figure 2.1 The Joint Deployment Process

2.2 Deployment Related Data Research and Analysis. JDTC analysts reviewed training materials gathered during the training evaluation phase to ensure they were current and based on valid Department of Defense policy and doctrine. Once the "vintage and

pedigree" was established for the information, it was organized to conform to the Deployment Process (see Figure 2.2).
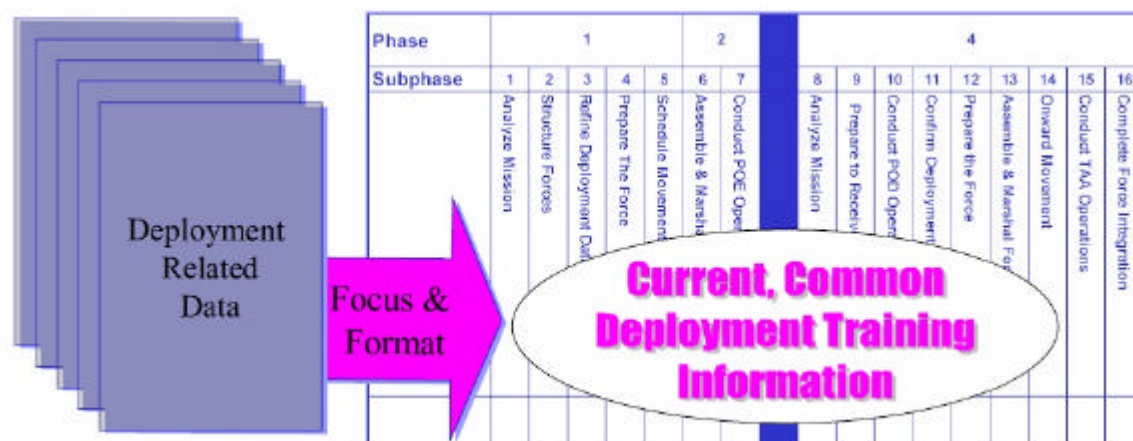
Figure 2.2 Populate Deployment Training Information

2.3 Joint Deployment Education and Training Digital Warehouse (JDETDW). This categorized information is stored in machine-readable formats at JDTC. This will allow JDTC training developers to rapidly assemble the curriculum outlines required for this deliverable, and will facilitate future training development. By refining and expanding this data warehouse the JDTC can offer reliable, current, approved training materials in a very timely fashion.

2.4 Joint Deployment Education and Training Curriculum Design. JDTC analysts developed the Joint Deployment Education and Training Curriculum Outlines in three levels in accordance with the SOW and CJCSI 1800.01. Training information was assembled based on the priorities derived from the Training Evaluation, and approved by the EAB:

- Command Relationships. All of the Unified Commands identified a requirement to improve the in-depth understanding of the command and control relationships of the players in the deployment process.
- Deployment Process. The JPEC expressed a need to better understand the critical deployment processes, and the interrelationships and dependencies between players and their products such as the TPFDD.
- C4 Systems. With the emergence of the GTN and other automated management tools, the JPEC indicated a requirement to better understand the C4 systems, and roles and responsibilities of each member of the deployment process. For example, who is responsible for entering passenger manifest data into GTN databases for in-transit visibility and what systems do they use?
- JRSOI. The doctrine for JRSOI is emerging and therefore very little training is occurring on this phase of the deployment process.
- Decision Maker Deployment Training. The JPEC indicated a need to provide education and training that focused on how to provide more timely information to decision makers during Crisis Action Planning, as well as how to use the

automated tools to perform better analysis during deliberate planning and execution.

- Critical Deployment Operations. The JPEC identified a number of specific functional training needs that are impacting on current deployments. Members of the JPEC expressed the need to conduct better education and training on deployment operations that provide mission capable organizations, even when key infrastructure is damaged or denied.

The results of this process are the Joint Deployment Education and Training Curriculum Outlines found in Appendix A of this document. These outlines form the basis for FOC Courseware Development. The training development process is depicted in Figure 2.3 below.
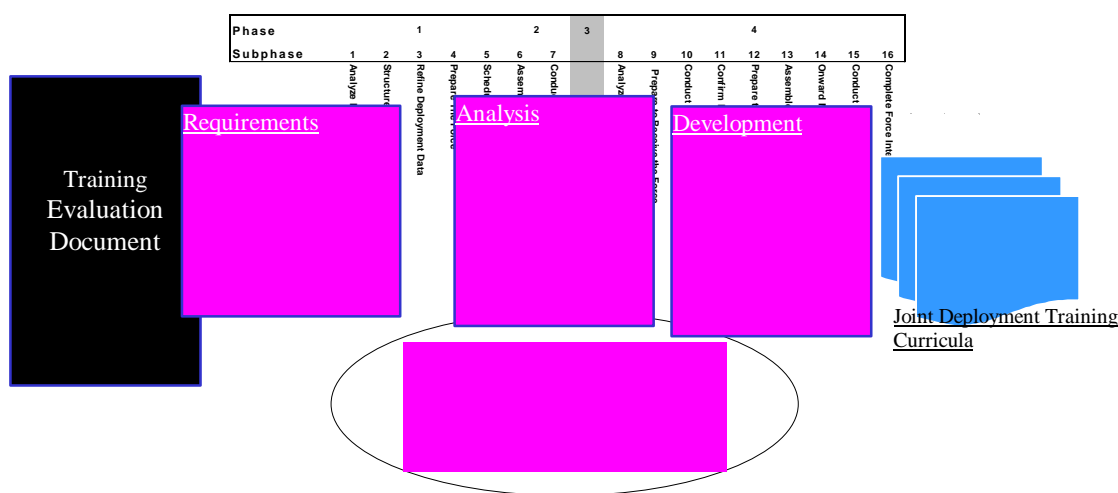

Figure 2.3 Deployment Training Development Process

Section 3 – Training Management Plans

3.0 Overview. Joint Vision 2010 (JV 2010) emphasizes the importance of full spectrum dominance. The JDTC has an essential role in providing the education and training curriculum that will provide the DOD the ability to achieve the operational concepts of dominant maneuver, precision engagement, full dimension protection, and focused logistics. A key enabling element of JV 2010 is the agility to "apply information, engagement and mobility capabilities to position and employ widely dispersed joint air, land, sea, and space forces to accomplish the assigned operational tasks."

The ability to employ widely dispersed forces requires joint force planners and operators to rapidly deploy forces, equipment, and sustaining logistics tailored to the mission needs. To achieve this capability, joint forces must be able to apply the joint deployment process and enabling tools to structure the force, determine and validate transportation requirements, move to/from ports, deploy, maintain in-transit visibility, and integrate mission capable units into the combatant command. Current training programs on the joint deployment process and enabling tools are not providing this ability.

Accordingly, the Chairman of the Joint Chiefs of Staff (CJCS) is placing additional emphasis on education and training at all levels on the joint deployment process in emerging PME requirements. In CJCSI 1800.01, *Professional Military Education Policy,* the Chairman directs that PME schools provide education and training on the joint deployment process. (This draft was reviewed by all Services in May with few revisions required). The current process produces the CJCSI 1800.01 final version to support development of curriculum for academic year 00. Additionally, CJCS Instruction 3202.01, *Deployment Process Improvement,* dated 30 November 1997, emphasizes the importance of improving the joint deployment process through the application of better doctrine, training, plans, and exercises. The JDTC performs essential roles in writing and coordinating joint deployment doctrine and providing the JPEC and PME schools common core joint deployment standardized curriculum.

The primary mission of the JDTC is to provide the common, standardized Joint Deployment Education and Training curriculum for the Department of Defense. In this role, the JDTC serves as the center for excellence for developing joint deployment curriculum, inserting the curriculum into existing PME school instruction, or conducting education and training to improve the efficiency of the joint deployment process. The majority of the curriculum produced by the JDTC is not intended as stand-alone military occupational specialty or additional skill identifier (ASI) qualifying curriculum because they are Service responsibilities. However, during FOC, the JDTC will review its curriculum with PMEs that are providing ASI training and recommend them to the Services to qualify individuals in joint deployment specialty skills.

This section describes how the JDTC will help fulfill the JPME role prescribed by the CJCS by providing relevant, current, doctrinally correct, standardized joint deployment core curriculum for insertion in existing DOD education and training. The section outlines the JDTC plans for FOC to:

- **Conduct course and student management.**
- **Develop, coordinate, and integrate JDTC common core curriculum into existing PME instruction.**
- **Manage JDTC core curriculum.**
- **Develop, manage, and integrate JDTC Distance Learning Curriculum into the JDTC Distance Learning Plan.**
- **Recommend, and coordinate with Services and schools ASI identifier or JPME qualifying curriculum as appropriate.**
- **Develop and conduct student management procedures for JDTC curriculum conducted by the JDTC.**
- **Develop the VV&A, procedures the JDTC will use during FOC to validate core curriculum.**

3.1 JDTC Course Management Overview. This section describes how the JDTC will conduct course management procedures to validate and manage the curriculum it uses to provide education and training to members of the JPEC, and the curriculum it provides for insertion into existing PME institutions (JDTC plans do not include formal in-resident courses to qualify students in the joint deployment process).

3.1.1 Policy. CJCSI 1800.01, *Officer Professional Military Education Policy Instructions,* prescribes the policies and procedures necessary to fulfill the CJCS PME requirements. The JDTC will facilitate the PME school curriculum development required to conduct Joint Deployment Education and Training by providing curriculum for insertion into existing or emerging deployment education and training instruction. Primary course and student management remains the responsibility of each Service and PME institution. This section describes how the JDTC will:

- **Manage courses and curriculum for PME school insertion.**
- **Manage JDTC courses and curriculum.**
- **Develop JDTC distance learning courseware.**
- **Schedule distance learning courseware.**
- **Conduct JDTC curriculum faculty development.**
- **Provide JDTC curriculum instructor guides and assist PME schools in qualifying their faculty to teach JDTC core curriculum.**
- **Conduct student management procedures for JDTC delivered courseware.**
- **Coordinate the insertion of JDTC core curriculum into PME schools.**
- **Coordinate ASI/JPME qualification standards with Services and PME schools.**

3.2 Course Management. This section describes the course management plans for JDTC core curriculum that will be inserted into PME curriculum during FOC and curriculum that will be taught by the JDTC.

3.2.1 Course Management of JDTC Curriculum Inserted into Existing Instruction. Selection, assignment, funding, and attendance at resident PME schools will occur IAW established procedures. These processes are based on existing courses appearing in school catalogs. JDTC FOC courses and curriculum for insertion will be included as part of the resident curriculum such as in Military Education Level 1 (MEL 1) qualifying resident courses. These courses will not appear as JDTC unique courses in formal school catalogs. Instead they will be integrated into the current PME course catalogs as part of the curriculum. For example, the senior course may be inserted in whole or part as a portion of the Strategic Mobility Planning Lesson at the US Naval War College.

During the first calendar quarter of FOC, the JDTC will coordinate the insertion of its curriculum into PME instruction as appropriate. Initial coordination with PME school and course managers indicates that JDTC curriculum will be inserted into current instruction in whole, as a course segment, or in part to fill specific JPME requirements. During FOC, the JDTC will conduct site visits to the PME schools currently teaching deployment-related courses. Using the JDTC curriculum insertion matrix (Appendix B), the JDTC will coordinate the specific course or curriculum materials to be inserted to meet the CJCSI requirements and improve deployment efficiencies. As required, the JDTC will modify its curriculum to meet the precise needs of each PME school. The curriculum insertion crosswalk matrix highlights the PME course and the applicable JDTC curriculum identified for insertion during initial JDTC/PME curriculum review.

3.2.2 Course Management of JDTC Curriculum.
When validated, JDTC courses will enter the JPME formal schools system through the normal process to provide credit for student completion. JDTC specific courses will be scheduled to meet training needs of the JPEC. This training and education will be provided as either Internet delivered self-paced instruction, by (VTT), by compact disk-read only memory (CD-ROM), or by a mobile training team. The primary means of delivery of JDTC courses will be through distance learning technology applications. The JDTC Director will conduct VV&A of the JDTC core curriculum before nominating it for insertion into formal schools catalogs. After validation JDTC education and training will be scheduled through the Director of the JDTC.

3.2.3 Joint Deployment Education and Training Curriculum Contents. JDTC analysts developed the Joint Deployment Education and Training Curriculum Outlines for three target audience levels (Senior, Intermediate, and Entry), in accordance with the SOW and CJCSI 1800.01. Training information was assembled based on the priorities derived from the Training Evaluation Document, and approved by the EAB. The JDTC course curriculum is designed to improve education in the following areas:

- Command Relationships. All of the Unified Commands identified a requirement to improve the in-depth understanding of the command and control relationships of the players in the deployment process.
- Deployment Process (People, Procedures, Products). The JPEC expressed a need to better understand the critical deployment processes, and the interrelationships and dependencies between players and their products such as the TPFDD.
- C4 Systems. With the emergence of the GTN and other automated management tools, the JPEC indicated a requirement to better understand the C4 systems, and roles and responsibilities of each member of the deployment process. For example, who is responsible for entering passenger manifest data into GTN databases for in-transit visibility and what systems do they use?
- JRSOI. The doctrine for JRSOI is emerging and therefore very little training is occurring on this phase of the deployment process.
- Decision Maker Deployment Training. The JPEC indicated a need to provide education and training that focused on how to provide more timely information to decision makers during Crisis Action Planning, as well as how to use the automated tools to perform better analysis during planning and execution.
- Critical Deployment Operations. The JPEC identified a number of specific functional training needs that are impacting on current deployments. Members of the JPEC expressed the need to conduct better education and training on deployment operations that provide mission capable organizations, even when key infrastructure is damaged or denied.

The detailed outlines in CDRL A016, *Training Program Structure Document,* Appendix A, are based upon meeting the education and training requirements of the JPEC as listed above. Pending the VV&A of the JDTC course curriculum, it will be taught be as stand-alone curriculum and will not be used for JPME qualification. As the curriculum evolves into a formal non-resident course approved for JPME or Service skill qualification the Director of the JDTC will provide the appropriate course completion records to the Service or organization responsible for crediting graduates with additional skill identifiers as appropriate.

3.3 Joint Deployment Education and Training Digital Warehouse Management.
The JDETDW is a database that when populated will contain JDTC senior, intermediate, and entry level course curriculums, supporting lessons, and instructor materials. Additionally, digital files of DOD related curriculum and supporting materials and doctrine will be stored to enable trainers to properly prepare for course preparation or computer based training (CBT) production.

Access to the JDETDW central repository for JDTC standardized core curriculum provides PME schools, units, and JDTC instructors the ability to rapidly gather joint deployment training and education materials to conduct training, revise existing lesson material, and coordinate the development of new courses and curriculum. This central

data warehouse will ensure that consistent education and training using doctrinally correct terms and standards are used throughout the JPEC.

3.3.1 JDTC Distance Learning Courseware Development and Management.
JDTC distance learning training media includes Internet courses; CD-ROM, and real time, interactive VTT. These courses will be validated during FOC by conducting education and training during selected exercises, deployments, and JTF staff level simulation exercises such as Unified Endeavor. After they have been validated, the Director of JDTC will recommend them for inclusion in formal school catalogs as appropriate.

JDTC distance learning courses will be developed for the web page, for CD-ROM instruction, and for use by a JDTC instructor to deliver via VTT or mobile training team instruction. The media mix for distance learning courses will be determined by JDTC training developers to achieve the most efficient and effective training.

3.3.2 JDTC Course Authoring Tools. The primary computer based training course authoring tools are Aysemmetrix Toolbook II Instructor, Version 6.0, and Macromedia Authorware 4. Web based instruction will be converted to Java/HTML.

3.3.3 Course Authoring Tools for PME Insertion. The course authoring tools provide the compatibility between the JDTC and members of the JPEC and the PME schools. JDTC developed courseware for insertion into PME institutions must be compatible with the available equipment and applications at the PME providers. The majority of PMEs are using IBM compatible hardware with Microsoft compatible software applications. Therefore the JDTC will initially provide courseware using Microsoft Office applications software. During FOC, PME curriculum insertion coordination meetings, the JDTC will coordinate converting its curriculum with those PME course managers that use other applications.

The primary course authoring tools for the JDTC PME developed instruction are:

- Microsoft Word 97 for Course and Curriculum Outlines, and instructor guides.
- Microsoft PowerPoint 97 for classroom slides and visuals.
- Microsoft Excel 97 Spreadsheets where appropriate.
- Joint Digital Warehouse Microsoft Office 97.

3.3.4 Configuration Management. Digital file naming conventions, configuration standards, and formatting standards will be IAW with ISO 9660 Standards outlined in Section 4, of this document.

3.4 Distance Learning Course Information.

3.4.1 Scheduling JDTC courses will be provided via VTT, the Internet, CD-ROM, computer-based courseware, or by mobile training teams. These courses may be scheduled as follows.

Scheduling VTT Courses. The JDTC will deliver scheduled and on-demand instruction using VTT networks connected to the US Army Teletraining Network (TNET), or other VTT networks that can be leased as needed. Scheduled VTT will include periodic (i.e., monthly) lessons that JDTC instructors will provide to distance learning classrooms at or near unit sites.

Scheduled VTT. The JDTC plans to conduct periodic (monthly) scheduled VTT from US Army TNET leased facilities for the senior and intermediate courses. During FY 99 these courses will not be accredited for JPME qualifications. The JDTC will publish a schedule of the planned VTT session 30 days in advance of the start date. To accommodate multiple time zones, the JDTC may repeat sessions for OCONUS training audiences. For example, the main session may be held between 1300-1600 for CONUS based instruction and 0100-0400 for OCONUS audiences as appropriate.

The JDTC must leverage the capital investment in distance learning made by the Services. Therefore, VTT will only be available at those sites that are currently VTT capable.

On-demand VTT. JDTC courses may be scheduled for on-demand VTT delivery to meet a specific need. These courses will be scheduled through the Director JDTC. On-demand course availability is limited to the availability of JDTC instructors, a VTT compatible classroom at the distant location, and availability of funds for leasing the TNET services. See Distance Learning.

Scheduling Mobile Training Teams. Mobile training teams are scheduled through the Director JDTC. Mobile training team support is limited to the availability of instructors and subject to the approval of the EAB.

Scheduling Internet Based Instruction. The JDTC web page, www.jdtc.eustis.army.mil, contains the initial Internet based curriculum. During FOC, the JDTC will continue to add curriculum for the senior, intermediate, and entry-level courses. Students may schedule the use of this curriculum by contacting the webmaster at the web site listed above, or by directly accessing it from the web page. The webmaster will maintain a site map of the available curriculum on the web page.

CD-ROM Computer Based Training. During the first calendar quarter of FOC, the JDTC will begin producing copies of JDTC CD-ROM computer based curriculum. This curriculum may be requested beginning 1 January 1999 by contacting the Director JDTC, ATTN: Curriculum Development, 705 Read Road, Ft. Eustis, VA. 23604. An order form will be included on the JDTC web page for direct ordering by December.

3.5 JDTC Staff and Faculty Development. The JDTC staff and faculty are critical links in delivering the JDTC core curriculum. The JDTC staff and faculty include JDTC subject matter experts, contractors, and PME school instructors using JDTC provided curriculum.

JDTC faculty members must be capable of using DL media and be familiar with the requirements of the DL environment. Both JDTC and PME faculty members will be trained on the curriculum content, and when required, trained on how to use DL technology to enhance training.

PME schools maintain their own faculty development programs. The JDTC will assist them in qualifying their faculty members to leverage the JDTC curriculum by providing subject matter expertise, clarifying critical learning objectives, conducting or supporting instructor murder boards and rehearsals, and providing turn-key life cycle documentation. This documentation includes detailed instructor guides and lesson materials (see below). The Army Training Support Center at Ft. Eustis currently presents a Staff and Faculty Training Program. The program's purpose is to develop and certify staff and faculty. The training is open to any command needing to qualify personnel for DL instruction. JDTC will leverage these courses to enhance JDTC core curriculum training and education provided to the JPEC. Available courses include the following:

- The Total Army Instructor Training Course (TAITC) is an 80-hour course designed to certify Army instructors. The TAITC trains instructors to prepare and present high-quality training sessions. The course can be taught either on-site or by DL.
- The Small Group Instructor Training Course (SGITC) is a 40-hour course designed to train facilitators to conduct NCO and officer professional development courses, or any course that requires a facilitator. The SGITC is taught either on-site or by DL.
- The VTT Instructor Training Course (VTTITC) is a 40 hour train-the-trainer course designed to prepare instructors to use VTT and other supporting media. The VTTITC can be taught either on-site or by DL.

3.5.1 Faculty Development Supporting Materials. The following materials will be produced during FOC to assist in developing faculty members.

- The Instructor Guide includes the course outline, multimedia support materials (such as slides and CD-ROM), describes the lesson sequence, terminal and enabling learning objectives, and provides discussion on key topics.
- The Course Summary Data File (CSDF) provides course description narrative, prerequisites, composition, facilities, and instructor requirements and constraints.
- The Read-Me Data File (RMDF) provides detailed course structure information for instructor execution. It includes standardized data file naming conventions, course module/lesson and support product packaging configuration, and any required access protocols, i.e., Internet or VTT.
- Training Course Control Documentation (TCCD) provides the instructor and course manager with detailed course management and training administration products and supporting guidelines. It includes the course structure and map, training sequence, student evaluation, and management plan.

- The Student Guide Data File (SGDF) provides the student with specific execution strategies to optimize the classroom and any self-development training requirements. It will identify any course module or lesson prerequisites, reading assignments, and lesson advance work.
- The Course TSP Data Files (CTDF) provides the electronic location of the instructional materials and information required to teach the course critical tasks to standard.
- Using this documentation as a training menu, the instructor can present, and students at any DL facility can complete, the majority of training requirements through electronic interaction.

3.6 Student Management. JDTC curriculum plans do not include a formal in-resident course to qualify students in the joint deployment process. This section describes the procedures that will be used to maintain appropriate student management records for students completing the Service and Joint Resident Instruction where JPME qualifying JDTC curriculum is used. During FOC, the JDTC will coordinate with each Service and recommend candidate distance learning curriculum for ASI/JPME nomination as appropriate. For those distance learning courses that Services select as ASI /JPME qualifiers, the JDTC will maintain student records for submission to the appropriate Service. This section includes discussion on the JDTC role in the following student management functions:

3.6.1 Approval Procedures. The Chief of Curriculum for JDTC will coordinate with each PME school to determine the JDTC curriculum that provides the appropriate knowledge, skills, and abilities to be considered as ASI/JPME qualifying. The JDTC will then nominate the curriculum that meets the criteria to each Service. Once approved, student record keeping will be maintained and reported IAW with Service policies.

3.6.2 Student Record Keeping.

3.6.2.1 PME Institution. Student monitoring and record keeping for students attending formal resident PME instruction will be maintained and reported by the PME as part of their normal procedures.

3.6.2.2 JDTC Distance Learning Record Keeping. The JDTC will maintain records of students completing courses and curriculum via Distance Learning. For JDTC ASI, or JPME qualifying curriculum the JDTC will provide each student a completion certificate to be submitted through the appropriate Service personnel system for ASI/JPME designation.

3.6.3 JDTC Distance Learning Student Management. Students will attend DL courses under a variety of circumstances. They may be directed by their commander to take a JDTC DL course to solve a unit readiness problem, or be involved in a self-development effort for career progression. They may attend Service-specific or joint courses, or they

may study at home. The JDTC will develop procedures so individuals can formally enroll in DL courses under all of these circumstances when appropriate.

- Once enrolled in an ASI qualified curriculum, student performance must be measured, reported, and personnel records annotated to reflect that performance.

- Students enrolled in DL courses remain assigned to their units while in training. Unit commanders should ensure students comply with established training schedules because the training is essential to both unit readiness and student career development. Hence, each DL course will be assigned a time frame within which students must complete training.

3.6.4 Student Administration. The JDTC will develop and publish the process and procedures for students to register for courses through the Internet. The JDTC will develop and publish the process and procedures for student support Services. These include distribution of printed training and training support materials, examination and diagnostics administration, graduate recognition, and forwarding of student course-completion or withdrawal information to personnel centers.

3.6.5 Course Cost Data. The JDTC primary means of curriculum delivery is via, VTT, CD-ROM, or Internet based instructions. Development costs are contained in the JDTC operating budget. The only other cost is TNET/VTT lease costs. This cost will be determined after developing a VTT schedule, but will not exceed the operating budget for JDTC unless supplemented by the requesting organization on a cost basis. For example, the cost of leasing VTT funds at $45.00 per hour.

Section 4 – Distance Learning

4.0 Overview. To fulfill its role as the DOD center of excellence for Joint Deployment Training and Education, the JDTC must leverage joint and Service capital investments in distance learning technology. Through distance learning technology the JDTC schoolhouse will become multi-dimensional. It will acquire this capability by leveraging distance learning methods and practices, and exploiting the growing power of computer-based systems and the Internet.

JDTC students will attend non-resident courses through diagnostic-driven, self-paced distance learning modules delivered at home station in unit learning centers, at the job site, or in their residence. Individual training in units for both job performance and sustainment will also be available through standardized task-based distance learning modules. JDTC instructors will provide expertise and mentoring to both resident and distance learning students through electronic on-line assistance. An Internet library of digitized materials (the Joint Deployment Digital Warehouse) will link students, worldwide, to continuously updated task information.

Achieving these capabilities requires transformation. JDTC courseware, faculties, libraries, training media, operations, student management and assessment, and information distribution and access must be integrated seamlessly into the distance learning environment. The JDTC must adjust operations to provide modern training methods, Services, and information to geographically dispersed students at worldwide locations.

Throughout this transformation, the JDTC must be cognizant of the constraints and opportunities that Service initiatives in distance learning dictate. In essence, for the JDTC, there is no "one size fits all" solution to apply to distance learning. Some of our target training audiences have well-defined VTT capabilities that the JDTC can connect to through the US Army VTT network from Ft. Eustis. Others have access to Internet solutions only, while some can only use CD-ROM, or paper-based solutions.

During FOC, the JDTC will continue to develop an Internet-based, CD-ROM, and scheduled and on-demand VTT distance learning solution to provide training to the majority of the target audience. The plan contained on the following pages describes what actions the JDTC has taken or will take during FOC to make this vision a reality. The JDTC plan will continue to evolve and grow as new technologies and concepts emerge, enhancing our capability to improve the efficiency of the joint deployment process.

4.1 Distance Learning Strategy. The JDTC Training Evaluation Document (17 April 1998) identified shortcomings in joint deployment education and training. As a result, the JDTC is developing courseware to teach the 'As Is' joint deployment process (roles and responsibilities) to senior, intermediate, and entry-level decision-makers. In addition, the JDTC will supplement existing deployment education and training lessons used in PME

schools and convert existing valid curriculum into more cost-effective training solutions. DL technologies provide a more cost-effective training solution over schoolhouse training as well as provide a medium to deliver education and training to a large number of people when and where the training is needed.

4.1.1 Distance Learning. Distance learning is delivering standardized training using multiple media and technologies around the globe, 24 hours a day, 7 days a week. It includes providing individual, collective, and self-development training to Service members, deploying units, component and unified commands. Distance learning may involve student-instructor interaction in both real time (synchronous) and non-real time (asynchronous). It may also involve self-paced asynchronous student instruction without benefit of access to an instructor.

4.1.2 Cost Factors. Three factors affecting required training which DL can solve are:

- **Cost factor.** Training, especially out-of-area, can be expensive in terms of dollar-cost (temporary duty money or facilities) and loss of trainee availability during critical times.
- **Time factor.** Service members may not be available when classes are scheduled. Different instructors teach relatively the same material at different speeds. DL allows the courseware to be self-paced.
- **Consistency factor.** Even though instructors may follow the same textbook, each will teach slightly differently based on their experience.

A solution to the cost, time, and consistency requirements is to use CBT. After the initial development or purchase cost, CBT can save training expenses because it can be used repeatedly. CBT also allows Service members to study at their own convenience, without the necessity of scheduling times for classes. Instructors do not need to be present when CBT is being used. Everyone follows the same curriculum. Another advantage is the fact that CBT can simulate many workplace situations, giving the student practice in real time. Progress can be monitored and improvements measured and documented through the software.

Distance learning technologies the JDTC will employ include:

- CBT delivered via the Internet/Intranet, CD-ROM delivered text and Interactive Courseware (ICW), which includes interactive CD-ROM.
- VTT (includes an instructor in the traditional role of delivering training, but to a geographically dispersed audience).
- Joint Deployment Digital Warehouse (a central repository for Joint Deployment Education and Training Curriculum).

The JDTC will not create additional accredited formal resident deployment training. Rather, it will facilitate a better understanding of the critical deployment processes, and the interrelationships and dependencies between players and their products. The JDTC

will also provide awareness of current deployment training and deployment lessons learned through the JDTC web page.

4.2 Computer Based Training.

4.2.1 Overview. CBT is a generic term for courses delivered on personal computers and distributed on diskettes, CD-ROM/Digital Video Disk (DVD), local or wide area networks, Intranets, or via the World Wide Web (WWW). CBT that can be accessed via the WWW provides some tremendous possibilities for dissemination of deployment training. This chapter provides a detailed overview of JDTC's use of CBT for delivering joint deployment education and training.

Dispersed audiences, ever-increasing travel costs, and constantly changing skill requirements mean training must be timely, efficient, and specifically targeted towards improving productivity. A well-designed CBT can meet these challenges, and save money compared to nearly every other training delivery method. CBT may also be used in concert with other training methods to increase the effectiveness of both.

4.2.2 Types of Computer Based Training.

Types of Computer-Based Training

- **CD-ROM**. CD-ROM is the medium of choice for CBT. Increased use of animation, high quality graphics, video, and audio are better supported on CD-ROM than the WWW because of long downloading times.
- **Intranet**. Courseware is loaded on a server within a unit and is accessed by Service members using workstations connected to the local area network.
- **WWW**. Courseware distributed via the WWW is easiest to update and maintain. Because of long downloading times, WWW instruction consists mainly of providing information and includes some interaction through HyperText Markup Language (HTML), Java script, and Java coding.
- **File Transfer Protocol (FTP)**. FTP works an Internet protocol, or standard, for moving files between computers over the Internet. FTP works regardless of the platform involved; Windows, UNIX, or some other operating system. FTP will be used to move courseware files from the JDTC server to a Service member's desktop computer, anywhere in the world.

4.2.3 Courseware Development for CBT. The JDTC uses Asymetrix's Toolbook II for the development of CBT courseware for CD-ROM and Web-Based Instruction (WBI). For WBI, Toolbook II has the capability to convert CBT files into Web pages (HTML and Java). Plug-ins are not required to view HTML or Java files (a Java capable Web browser is required). If these CBT files are not converted to HTML (left as Toolbook II files on a Web server), a browser plug-in called Neuron is required.

4.2.4 Development Standards. JDTC DL courseware will be developed IAW the following standards:

- Department of Defense Instruction 1322.20, <u>Development and Management of Interactive Courseware (ICW) for Military Training</u>, 14 Mar 91, DODI-1322.20-CHANGE-1, 16 Nov 94.
- Department of Defense Handbook, MIL HDBK -1379-3 (number changing to MIL-HDBK-29612-3) <u>Development of Interactive Multimedia Instruction (IMI)</u>, 9 Jun 97.
- Department of Defense Handbook, MIL HDBK-9660B, <u>DOD-Produced CD-ROM Products</u>, 20 Sep 96.
- DISA <u>Multimedia Extensions to DoD Minimum Desktop Configuration</u>, Dec 95.
- ISO 9660, <u>Information Processing - Volume & File Structure of CD-ROM f or Information Interchange</u>. (Appendix D)

4.2.5 Standard Student Desktop Configuration. The desktop configuration described below outlines the minimum configuration needed to complete JDTC distance learning curriculum**.**

- Windows 95 or Windows NT operating system
- Pentium processor
- 16MB RAM
- CD-ROM drive, 4X minimum speed
- 3.5 inch floppy drive
- Optional: network or modem connection to the Internet

4.3 VTT.

4.3.1 Overview. VTT is the technology medium for broadcasting real-time interactive instruction from one site to one or more sites simultaneously. At its best, VTT can broadcast interactive high definition full motion video and audio from a classroom with an instructor and students to multiple classrooms equipped with video cameras, telemonitors and microphones, allowing full interactive exchange between instructor and all students. Where appropriate, VTT is a one-way broadcast from instructor to students with questions via telephone.

- The JDTC's close proximity to the US Army VTT network control center provides us the capability to leverage its capital investment by leasing low-cost air time on a cost basis to provide on-demand, real-time training and education to remote units and students by our resident instructors.

4.3.2 VTT Facilities.

- **Satellite-Based Distance Learning**. A typical satellite-based distance learning system uses the following media and technologies: one-way, one site-to-multiple site video communicated via satellite from the originating (up-link) site to the receiving (down-link) sites; or two-way, multiple site audio communicated via the terrestrial public switched voice telephone network from each down-link site back to the up-link site, and from the up-link site back to the down-link sites via the satellite channel. In this network, the up-link site broadcasts instructional programming (video and audio) to the down-link sites over a satellite channel, using either analog or digital compressed video and audio. The return audio from each down-link site (for example, student questions and comments) is sent to the up-link site and combined with the programming audio being broadcast over the satellite channel to the down-link sites, so all locations receive the audio from all down-link sites. To avoid audio feedback and other problems associated with delay through the satellite channel, the loudspeakers at a given down-link site may automatically be turned off if someone is speaking too loudly at that site. In those instances, the audio mode technically becomes one-way, site-to-multiple sites. In theory, there could be an unlimited number of down-link sites simultaneously receiving the instructional programming; in practice, there are typically less than a thousand.

- **Site-to-Site Video-conferencing.** A typical site-to-site video-conferencing system uses the following media and technologies: two-way, site-to-site video communicated over a dial-up public switched digital Services connection between the two sites; and two-way, site-to-site audio communicated over the same public switched digital Services connection. In this network, the video and audio signal from each site is digitized, compressed, and transmitted over the switched digital Services connection to the other site.

- **Multi-point Video-conferencing**. A typical multi-point video-conferencing system uses the following media and technologies: Two-way, site-to-multiple-site video communicated over a dial-up public switched digital Services connection from each video-conferencing site to the video-conferencing hub site, also known as the Multi-point Control Unit (MCU) site.

- **Two-way multiple site audio communicated over the same public switched digital service connections**. In this network, the video signal from each site is digitized, compressed, and transmitted over the switched digital services network to the MCU site. The MCU is used to select which video signal will be transmitted back to each site (such as when someone at a given site begins speaking). There are several ways to do this. The most common way seems to be "voice-activated" video switching. Here, the MCU automatically selects the video signal to be transmitted back to each location, based on which site has the most dominant audio signal. In this case, the site that currently has the "video floor" can either be viewing the previous site that had the "video floor" or can be scanning the sites automatically in sequence. Another way is to have a person at one of the sites control which signal is being seen by each site. In this case, the control site itself can either be viewing any desired site or can be scanning the sites

automatically in sequence. An additional possibility is to pre-assign in the MCU what sites are seen by each other site. The audio signal from each site is also digitized and transmitted over the network to the MCU site. The MCU is used to combine the audio signals, and the combined audio is transmitted back to the loudspeakers at each site, so all locations receive audio from all other sites. In order to avoid audio feedback and other problems associated with the compression and digitization delay, the loudspeakers at a given site may automatically be turned off if someone is speaking too at that site. In those instances, the audio mode technically becomes one-way, site-to-multiple-sites. There are MCU configurations that can support more than 30 sites simultaneously; in practice, between three and eight sites are typical.

- **Workstation-Based Conferencing**. CU-SeeMe is being developed by Cornell University using Internet connectivity, and therefore suffers unpredictable performance due to network traffic. It allows multiple 160 x 120 pixel video windows to be opened on a user's desktop at the same time, allowing for group interaction. The small size and lower resolution make it best suited for individuals or small groups at each site. The total number of sites has practical limits as well. Audio is accomplished via telephone conferencing or the concurrent use of another program called Maven, which attempts to deliver audio over the Internet. CU-SeeMe and Maven are very interesting "emerging technologies" that offer a lot of promise. One particular attraction is their extremely low cost for users who already have a direct connection to the Internet, and their ability to support spontaneous connections.

4.3.3 Cost/Production Factors. The JDTC will broadcast from Ft. Eustis, VA using TNET or from Ft. Lee, VA using Satellite Education Network (SEN).

- TNET provides near full motion two-way video and audio, graphics, and computer-based teletraining and data transfer for courses, exercises, after-action reports, new equipment training, and simulations. TNET has round-the-clock communications capability primarily over satellite links. Each TNET site can send and receive training from more than 110 other TNET locations and more than 300 sites in other military and state networks, including all SEN sites. TNET also has OCONUS connectivity to Europe, Hawaii, and the Sinai. TNET particulars:
  - 384 Kbps broadcast rate.
  - Standard ¾ inch VHS.
  - $45 per hour satellite time – on a cost-reimbursable basis.
- SEN is a studio-based, one-way video network with return audio to the instructor over phone lines. SEN broadcasts a high-quality full motion digital signal over three channels and retains its ability to deliver analog broadcasts. SEN broadcasts to 61 SEN down-links, 40 additional down-links in the Defense Acquisition University (DAU) network, and all TNET sites. SEN can also broadcast to all Government Education Training Network and Governmental Alliance for Training and Education sites. SEN costs $150 per hour up-link fee plus $250 per hour studio time at Ft. Lee.

4.4 System Performance. The Internet-based JDTC DL program must be accessible 24 hours per day, 7 days a week.

Rationale: Courseware must be accessible throughout the entire duty day, accommodating time-zone differences as well as supporting surge requirements and training in support of contingency operations that may require access to the system 24 hours per day. System accessibility seven days per week is also required to meet worldwide requirements and to allow students to accomplish course work on the system during weekends and holidays.

Given no competing requirements for bandwidth, the system must be capable of transferring and downloading course materials at a minimum rate of 130Mb per minute.

Rationale: Timely transfer and downloading of training materials is required so that students can complete all course requirements and to ensure operational effectiveness of the system. The typical training module size, when digitized and recorded on a CD-ROM, is approximately 650mb. Thus, the minimum rate would allow downloading of a module in five minutes. This requirement equates to the bandwidth provided by 1.4 T-1 circuits. However, since multiple simultaneous requirements for limited bandwidth will be the norm within the installation, the speed and accuracy with which course materials reach the requesters' workstations will be a function of hardware and software capabilities, modularized courseware designs, and procedures for scheduling and controlling the downloading of individual modules.

Any delay time in responding to student commands in asynchronous training modules must not exceed 2-3 minutes during initialization of the course module and 15 seconds thereafter.

Rationale: Timely response to user commands is necessary to encourage student attentiveness and motivation thereby ensuring the operational effectiveness of the system in delivering training to students.

The system must save data files at user-selected intervals.

Course modules and supporting materials stored in digital databases must be accessible at local distance learning classrooms.

Section 5 - Full Operating Capability

5.0 Overview. Primary FOC objectives are to complete the development and insertion of JDTC core curriculum into PME curricula where appropriate, to write or shape joint deployment doctrine, to begin conducting training on JDTC curriculum, and to implement the approved distance learning plan. The JDTC will accomplish the tasks outlined below during year one of the FOC period.

FOC Year One Primary Tasks:

Task 1 Education and Training Curriculum Development.

- Produce standardized joint deployment education and training core curriculum.
- Conduct training to selected individuals and groups to assess quality of curriculum to meet needs.
- Coordinate with professional military institutions for insertion of core curriculum into existing instruction.
- Conduct VV&A of the core curriculum.
- Establish Joint Deployment Training Digital Warehouse (repository for core curriculum.

Task 2 Doctrine Development/Refinement.

- Write/shape joint deployment doctrine.
- Develop curriculum and conduct training as appropriate on the emerging doctrine.
- Conduct training visits to assess validity of doctrine and facilitate the rewriting of improved doctrine based on assessment.
- Host Joint Deployment Doctrine Synchronization Working Group twice annually.
- Host/participate in the Joint Deployment Process Review Initiatives conference.

Task 3 JDTC Curriculum Training.

- Conduct training of senior, intermediate and entry level curriculum to validate core curriculum.
- Conduct a Deployment Process Seminar (focus on JRSOI).
- Provide joint deployment training and education support to USACOM, Unified Commands, and JTF staffs during training exercises such as Unified Endeavor.
- Provide Senior Level Overview training and education to CAPSTONE/Battle Command Training Program (BCTP) classes as appropriate.
- Conduct training to select deploying units for VV&A of curriculum.

Task 4 Implement the Distance Learning Plan.
- Implement the EAB approved DL Plan.
- Develop and distribute Version 1 of JDTC CD-ROM lessons.
- Develop and integrate an Internet based Joint Deployment Process Curriculum.
- Provide system administration of the JDTC Web Page.
- Design, configure, develop and maintain the Joint Deployment Education and Training Digital Warehouse (electronic warehouse for data storage and retrieval of core curriculum).
- Develop and conduct video teletraining as appropriate.

Appendix A
Joint Deployment and Training Core Curriculum Outlines

Joint Deployment Education and Training <u>Entry Level</u> Joint Deployment Course

Administrative Information

Title: Joint Deployment Entry Level Course

UJTL References: SN 1; SN 3; SN 4; SN 6; SN 7, ST 1; ST 4; ST 6; ST 7; OP 4

Objectives: To provide US Military officers, enlisted, and DOD civilians at the entry level, the skills required to effectively and efficiently manage joint deployments. It includes a general overview and information on: national security strategy and force projection; the Strategic Mobility Triad; the phases of joint deployment operations and process; command relationships; planning including Mission Analysis, the Joint Operational Planning and Execution System (JOPES), and Time-Phased Force and Deployment Data (TPFDD); execution including Organization for Movement Control; actual execution of the Deployment Process through Joint Reception, Staging, Onward Movement, and Integration (JRSOI); and enablers such as automated systems, asset visibility, theater distribution, and force projection facilities and infrastructure.

Description: TBD

Audience: Military personnel from all Services and DOD civilians.

Clearance: TBD

Prerequisites: None

Curriculum Manager: JDTC (POC TBD)
CMDSN: 927-1831
CMCOMM: (757) 878-1831
CMCOMFAX: (757) 878-6542
E-mail: TBD@eustis.army.mil

Scheduling Activity: USTC TCJ5 (POC TBD)
SADSN: 576-8036
SACOMM: (618) 256-8036
SADSNFAX: 576-1927
E-mail: TBD@transcom.safb.af.mil

Reviewing Activity: N/A

Course Content
- Overview
- Command Relationships
- Deployment Planning And Execution
- Enablers
- The Joint Deployment Process

Overview

National Security Strategy (NSS) and Force Projection
- US Armed Forces Support NSS With a National Military Strategy (NMS)
- Two National Military Objectives of NMS
  – Promote peace and stability through: Deterrence, peacetime engagement, regional cooperation, and constructive integration
- When necessary, defeat adversaries by:
  – Applying military power as directed, establishing new military conditions, and achieving a political solution favorable to US national interests
- Four Strategic Concepts Support These Two National Military Objectives:
  – Strategic Agility
  – Overseas Presence
  – Power Projection
  – Decisive Force

Power Projection
- The ability to rapidly and effectively deploy and sustain US forces in and from multiple, dispersed locations…
- To assemble and move to, through, and between a variety of environments, often while reconfiguring to meet specific mission requirements.

Why Efficient Deployments?

Scope of Activities for Projecting the Joint Force
- Mobilization
- Deployment
- Employment
- Sustainment
- Redeployment

Joint Deployment Process Introduction and Overview

Command Relationships

- **Deployment Related Responsibilities of Supported Combatant Commanders**

- Build and Validate Movement Requirements
- Determine Predeployment Standards
  a) Preparation for Overseas Movement
  b) Predeployment Training
- Balance and Regulate the Transportation Flow
- Manage Effectively
  c) Use of Joint Transportation Board (JTB) and/or Joint Movement Center (JMC)
  d) Logistics Readiness Center (LRC) or Logistics Operations Center (LOC)
  e) Director, Mobility Forces (DIRMOBFOR)
- Verify Supporting Unit Movement Data
  - The Supported Combatant Commander only performs TPFDD Validation.
  - Verified data from supporting commands, supporting agencies, and subordinate JTFs is officially validated for USTRANSCOM movement scheduling by the supported combatant commander.
- Regulate the Support Flow
- Coordinate Effectively

Joint Task Force (JTF) Deployment/ Redeployment Planning Responsibilities
- In Most Situations, Established By Geographic Combatant Commander
- Limited Duration - Specific Mission
- Forces of Two or More Services - OPCON
- Functions as "Supported" Commander of JTF Forces During Deployment/Redeployment Operations
- Deployment/Redeployment Planning and Execution May Be Complicated Because of the Diverse Elements (Forces from Two or More Services) that May Come Together to Form the JTF
- Especially During Crisis Action Situations When Limited Time is Available
- Responsibilities
  - Identify Force Requirements
  - Time Phasing/Prioritizing
  - Build and Validate Movement Requirements to Supported Geographic Combatant Commander
  - Coordinates Deployment Planning/Execution of Force Through JTF Service Component Commands
- Redeploy The Force

Deployment Responsibilities: Deploying Operational Commander
- Plans, Organizes, and Monitors Deployment of Force
- Determines Force and Sustainment Requirements
- Determines Force Phasing and Priority of Deployment for Force
  - Personnel
  - Supplies
- Directs Preparation of Embarkation and Load Plans by Subordinate Commanders
- Establishes Movement Control Center (MCC) to Control and Coordinate Deployment
- Establishes UMCCs to Control and Coordinate Movement
- Establishes Liaison Elements at APOE/SPOE and with FMCC, LMCC, DACG, PSA/POG, or RHOG as Appropriate
- Coordinates ORIGIN to POE Movement Schedules with LMCC
- Adjusts Phasing of Forces to Throughput (POE/POD) and Tactical Requirements
- Monitors ORIGIN to POE Movement and Deployment of Forces and Sustainment to Ensure Arrival In Accordance With Strategic Deployment Schedules

Enablers

Global Command and Control System (GCCS)
- A Comprehensive Command, Control, Communications, Computers, and Intelligence (C4I) System Designed to Improve JFC's Ability to Manage and Execute Humanitarian, Crisis, and Contingency Operations
  - Primary means of C2 for the NCA Over All Military Forces
  - JFC Simply "Plugs In" to Send and Obtain Critical Information
  - Supports the Exchange of Information From Defense Agencies to Combatant Commanders and Their Components
- Provides Combatant and Subordinate Commands the Ability to Rapidly Provide Military Information to the NCA as well as Supporting Commands
  - The System Integrates Voice, Data, and Imagery Into a Common Operational Picture (COP)

GCCS, COP and JOPES
- The GCCS COP is a Graphical Display of Friendly, Hostile, and Neutral Units, Assets, Overlays, and/or Tracks Pertinent to Operations
- GCCS COP May Include Relevant Information From the Tactical to the Strategic Level of Command
- This Includes, But is Not Limited To:
  - All Geographically Oriented Data
  - Readiness Data From the Status of Resources and Training System
  - Planning Data From the Joint Operation Planning and Execution System (JOPES)

Joint Operation Planning and Execution System (JOPES)

- Attend the Following Courses:
  – JOPES Basic Operations Course
  – JOPES Specialty Course

Joint Force Requirements Generator Warplanning System (JFRG) II
- Enhanced Version of USMC's Marine Air Ground Task Force (MAGTF) Warplanning System II
- Automated Tool Which Accelerates Deployment Planning and Execution
- Single Force Integrator - Interfaces With JOPES
- Activities
  – Build Force Structures to Meet Mission
  – Source Required Forces
  – Develop and Assess Phasing/Travel Mode
  – Compute Sustainment Requirements
  – Estimate Airlift and Sealift Requirements

Planning Tools: JFRG II
- Purpose: Primary Planning Tool for Operational Commanders
  – Create and Modify Force Structure
  – Establish Force Lift and Movement Requirements
  – Compute Force Sustainment Requirements
  – Interface with JOPES and USMC's WRS and MDSS II
- Characteristics
  – JF-JTF/Component/Army Corps-USMC-MEF, MSC & MAGTF/Bn/Sqdn Level
  – PC-Based
  – TOE/TAM/Billet Level Detail

Operational Logistics Planning Tools: TC AIMS II (Under Development)
- Transportation Coordinators' Automated Information for Movements System (TC AIMS) II
- Purpose: Generates Ground Movement
  – Provides Deploying Forces Origin-to-POE Transportation Requirements Data to Movement Control Agencies
  – Input from JFRG and MAGTF II
- Characteristics
  – Battalion/Squadron/Separate Company Level
  – PC Based
  – In CONUS/In-theater

Operational Logistics Planning Tools: Analysis of Mobility Platform

Global Transportation Network (GTN)
- Attend the GTN Training offered by the JTO (Course Description)

Joint Deployment Planning and Execution

Organization for Movement Control
- USTRANSCOM
  – Provides Movement Summaries of TCCs and Organic Movements From Departure to Arrival In-theater
  – Maintains JOPES Database and Provides Analysis of Deployment Execution to the Joint Staff: Analysis Includes Progress Reports, Statuses, Problems, Force Closure, Port Workloads, Daily Movement Status, Resolution of Problems Encountered With Common-User
- Supported Geographic Combatant Commander
- Has a Wide Range of Options for Performing Movement Control
  – Direct Subordinate JFCs and Service Components to Perform Movement Control
  – Should Task Organize Movement Control Commensurate With Mission, Scope of Operations, and Geography of Operational Area
  – Exercises His Authority Through JTB, JMC, or Assigns Responsibility to a Staff Element

Strategic Movement Control
- Requires Coordination Between USTRANSCOM and Supported Geographic Combatant Commander
- Begins With Identifying Total Joint Force Movement Requirements and Translation Into Logistics Terms (e.g., Barrels, Short Tons, Square Feet, and Passenger Transportation)
- Crisis Action Strategic Movement Control Follows Deliberate Planning Process
  – Difference is Reduced Time Available For Allocation, Scheduling, Identification of Threats to Transportation Assets En-route to PODs, En-route Access and Overflight Rights
  – Early Identification of Force and Movement Requirements Are Key to Rapid and Crisis Action Movement Planning and Execution
- USTRANSCOM Uses TPFDD To Analyze The Flow of Forces and Cargo from Point of Origin to Arrival In-Theater
  – Distributes Apportioned Strategic Trans Resources and Makes Adjustments
  – Follows CJCS Guidance and Coordinates All Major Decisions With Supported Geographic Combatant Commander

Joint Force/Task Force Movement Control Organizations
- Joint Movement Center (JMC)
  – JF/JTF's Single Coordinator of Strategic Movements Between the Combatant Commander and USTRANSCOM
  – Coordinates the Employment of All Means of Theater Transportation Provided by Allies or Host Nations

- Component Movement Control Organizations are Formed by each JF/JTF Deploying Component to Monitor and Coordinate Deployment Planning and Execution
- Army Forces-Movement Control Agency (MCA), Marine Forces-Force Movement Control Center (FMCC), Navy Forces-Advanced Logistics Site/N4, and Air Force Forces-Logistics Readiness Center/A4
  – Allocates Resources to Support Deployment
  – Executes the Movement and Controls all Deployment Related Transportation

Strategic and Theater Interface/Theater Movement Control

- USTRANSCOM Normally Establishes Forward Elements Within Theater to Coordinate With the Combatant Commander's Agencies
- Supported Geographic Combatant Commander
  – Designates Single Coordinator of Strategic Movements Between the Combatant Commander and USTRANSCOM
  – Controls Intratheater Movement
  – Coordinates the Employment of All Means of Theater Transportation Provided by Allies or Host Nations
- Theater Movement Control Plan Must Coordinate Incoming Strategic Movements With Theater Distribution and Theater JRSOI Operations

The Joint Deployment Process

Predeployment

Analyze Mission

Structure Forces

- Tailoring
  – The Process of Matching the Force Mix (A Requirement) and Sequence of Deployment to the Supported Combatant Commander's Operational Requirements
- Tailoring/Requirement Development
  – A Requirement:
a) What
b) When
c) Where
d) Not Who
- Use Force Modules (Capability Sets)
  – Refine Deployment Data
  – Air Validation 7 Days & Greater
  – Sea Validation 30 Days & Greater
  – Changes "Inside" The Window Air Less Than 7 Days; Sea Less Than 30 Days

Prepare the Force

Schedule Movement

Move to & Actions at POE

Assemble & Marshal Forces

Conduct POE Operations

Strategic Movement
- Airlift
- Sealift
- Prepositioning

Joint Reception, Staging, Onward Movement & Integration

- JRSOI Sequence
  - Receive personnel, materiel, and equipment at theater PODs
  - Assemble deploying forces and equipment into units at designated staging areas
  - Move units forward to designated locations as specified by combatant commander
  - Integrate units into a mission capable joint force

- JRSOI Planning Considerations
  - Locations and capabilities of PODs
  - Host nation support
  - Environment (desert, cold weather, etc.)
  - Threat
  - Time expected between arrival and commencement of operations
  - JRSOI planning considerations affect deployment loading options

- Key JRSOI Players
  - Deploying units
  - Support organizations
    a) Enabling units
    b) Supporting CINCs

- Host nation
- Components
- Joint task force
- Combatant commander

Deploying Unit Commander Responsibilities
- Provide robust advance parties
- Unite forces with organic/PREPO equipment
- Regenerate combat power
- Report combat readiness statuses
- Integrate into theater C2 and log networks

Host Nation JRSOI Considerations
- Basing rights
- Transit authority (land, sea, air)
- Border/diplomatic clearances
- POD services
- Life/logistics support
- Medical facilities and services
- Construction and engineering
- Transportation conveyances/infrastructure
- Labor force

Combatant Commander JRSOI Responsibilities
- Establish theater C2
- Develop and operate LOCs ICW host nation
- Secure LOCs and provide force protection
- Acquire logistics and life support for deploying forces
- Establish host nation agreements
- Coord with USTRANSCOM for strategic lift
- Coord issue of pre-positioned materiel
- Establish readiness and integration criteria
- Integrate deploying forces into theater

Prepare to Receive the Force
- Reception
  - The offloading and marshaling of unit personnel, equipment, and materiel at ports of debarkation (POD) and then transporting these elements from the PODs to a staging area. Reception includes all those functions to clear unit personnel and equipment through the PODs.   JP 4-01.8

- Primary Reception Activities
  − Strategic lift arrives at PODs
  − Receive personnel, equipment, and cargo at PODs
  − Process arriving forces and materiel in MA
    a) Sort unit equipment and personnel
    b) Reestablish property accountability
    c) Organize for onward movement
    d) Commence movement to staging area

- Reception Facilities
  − APODs
  − SPODs
  − JLOTS sites
  − Marshaling areas
  − War reserve materiel storage sites
  − Surface transportation nodes

- APOD Functions
  − Receive, park, and service aircraft
  − Offload pax and cargo
  − Clear personnel through air terminal
  − Transport forces and equipment to MA
    a) Movement control
    b) ITV
  − Marshal personnel and equipment for onward movement: Life and logistics support

- APOD Constraints Maximum on Ground (MOG)
  − Parking MOG
  − Working MOG

- MOG Vignette
  − In Operation Joint Endeavor, the Army established a heliport to reassemble helicopters that were shipped by air. The heliport occupied a portion of an airfield, which affected the number of aircraft that could be parked on the airfield (MOG). This reduced the throughput of the airfield and consequently slowed the deployment. An Army decision that impacted the strategic flow.

- Key APOD Support Organizations
  − AMC
  − TALCE
  − A/DACG
  − DIRMOBFOR

- Movement control detachment
- Security forces
- Airlift control activity
- Host nation

- TALCE Responsibilities
  - Plan and supervise aircraft parking
  - Receive pax/cargo from loadmaster
  - Supervise aircraft off-loading
  - Provide MHE and special off-loading equipment
  - Coordinate airflow status with A/DACG
  - Release aircraft loads to A/DACG

- A/DACG Responsibilities
  - Coordinate with TALCE
  - Coordinate holding area activities
  - Maintain records of people and equipment received and cleared
  - Provide off-load teams with pusher vehicles
  - Recover and store shoring materials ICW TALCE
  - Provide POL and minor maintenance for deploying force vehicles

- Types of SPODs
  - World class, deep draft ports
  - Unimproved or degraded ports
  - Bare beach

- SPOD Process
  - Sealift vessels dock
  - Cargo discharged
    a) RORO
    b) Lifted off
  - Bar codes scanned

- Cargo relocated to MA nodes
  - Convoy assembly area
  - Railhead
  - Helo MA
  - Ammo container storage area

Prepare the Force

- Staging
  - The assembling, temporarily holding, and organizing arriving personnel and materiel into units and forces; and preparing them for onward movement and tactical operations. JP4-01.8
  - Begins when forces arrive in SA
  - Ends when forces are ready for onward movement

- Key Staging Tasks
  - Receive personnel and materiel
  - Segregate, prioritize, and prepare materiel for transport
  - Upload combat loads
  - Conduct training
  - Calibrate weapons and other equipment
  - Perform maintenance and operational checks
  - Assemble units for onward movement
  - Report readiness statuses to combatant cdr

- Staging Area Considerations
  - Size and availability of real estate
  - Life and logistics support
  - C2
  - Communications
  - Security

- Staging Area Support Requirements
  - Unit and situation dependent
  - Typical support requirements
    a) Food   Local trans
    b) Water   Maintenance
    c) Shelter   Supplies
    d) Sanitation   Pers services
    e) HSS   Finance
  - Engineering
  - POL
  - Ammo
  - MHE/CHE
  - Trans and movement control

- Sources of Support
  - Host Nation/Allies
  - Contract Support
  - Civil Augmentation Program
    a) LOGCAP
    b) CONCAP
    c) AFCAP
  - Cross-service logistics

- Staging Area Command and Control
  - Two chains of C2
    a) Staging area operations and support
    b) Tactical C2 between deploying unit and combatant commander
  - Coordination between both is essential

- Staging Area OPS C2
  - Combatant commander designates C2 structure for conducting SA ops
  - Responsibilities
    a) Serve as land manager
    b) Maintain visibility over arrival and departure schedules
    c) Establish and follow SOPs
    d) Acquire and allocate resources per combatant commander guidance
    e) Provide interface between deploying forces, supporting units, rear area security, and combatant commander

- Deploying Force C2
  - Reports oriented
  - Focus is on components of combat power
    Combat capability
    a) Logistics
    b) Mobility and survivability
    c) C4I
    d) Overall unit rating
  - Combatant commander sets reporting criteria
  - Reporting begins when unit begins reassemble process

- Staging Area Communications
  - Need near-term, integrated communications for:
    a) Force tracking
    b) ITV
    c) Movement control
    d) Materiel distribution
    e) Unit status reporting

- Must link SAs with:
  - f) Higher HQ
  - g) JRSOI nodes
  - h) Support organizations
  - i) All units within SA

- Staging Area Security
  - SA is high value target
  - Deploying forces have limited self-defense capabilities
  - Combatant commander responsibilities
    - a) Force protection plan
    - b) Integration into JROC

- Onward Movement
  - The process of moving units and accompanying materiel from reception facilities to marshaling areas; from marshaling areas to staging areas; and from staging areas to tactical assembly areas or other theater destinations. JP 4-01.8

- Onward Movement Process
  - Assemble and marshal forces
- a) Sequence loads
- b) Coordinate movement security requirements
  - Move to theater destinations
  - Conduct movement control operations

- Critical Functions of Onward Movement
  - Command and control
  - Communications
  - Transportation
  - Supply and services
  - Host nation support
  - Force protection

- C2 Enablers
  - Joint movement center
  - DIRMOBFOR
  - Movement control architecture
  - ITV system

- Joint Movement Center
  "An effective theater movement control option recommended to geographic combatant commanders is the establishment of a JMC. The JMC is responsible for coordinating all modes of theater transportation to support the theater concept of operations." JP 4-01.8

Assemble & Marshal Forces

- Force Protection
    - High value targets
    - In-transit forces vulnerable
    - Wide range of threats
    - Combatant commander/HN responsibility

- Transportation System
    - Consists of modes, nodes, and routes
    - <u>Typical modes</u>   <u>Typical nodes</u>

Typical modes	Typical nodes
Air	Airports
Sea	Seaports
Highway	Staging areas
Rail	Railheads
Pipelines	Offload points
    - Planning and coord with HN is critical

- En Route Support Facilities
    - Convoy support centers
    - Aircraft en route support sites
    - Transfer trailer points
    - POL transfer points
    - Pre-positioned war reserve materiel sites
    - Pre-stock supply points
    - Railheads

- Convoy Support Center
    - Comparable to interstate truck stop
    - Typical support provided:

Admin and commo	Vehicle recovery
Refueling	Vehicle maint
Lighting	MHE
Dining and billets	Medical
Latrines	Security
Laundry and showers	

- Critical Onward Movement Functions
    - Command and control
    - Communications
    - Transportation
    - Supply and services
    - Host nation support

- Force protection

- HNS for Onward Movement
  - En route support
  - Medical
  - Route security
  - Commo
  - Ground transport vehicles and equipment
  - Clearances (road, rail, border, diplomatic)

Conduct TAA Operations

- Complete Force Integration

- JOA Activities
  - Establish C2, security, and unit area
  - Report unit status
  - Conduct force assembly and accountability
  - Coordinate support requirements

- Integration
  - The process of establishing force projection units into coherent operational units in the designated joint operational area. JP 4-01.8
  - Components of integration
    a) Actions in JOA
    b) Complete force integration

- Complete Force Integration
- Integrate C4 with gaining command
- Integrate logistics with support organizations
- Conduct FTXs and rehearsals
- Confirm mission ready status

Joint Deployment Education and Training <u>Intermediate</u> Level Joint Deployment Course

Administrative Information

Title: Joint Deployment Intermediate Level Course

UJTL References: SN 1; SN 3; SN 4; SN 6; SN 7, ST 1; ST 4; ST 6; ST 7; OP 4

Objectives: To provide US Military officers, enlisted, and DOD civilians at the intermediate level, the skills required to effectively and efficiently manage joint deployments. It includes a general overview and information on: national security strategy and force projection; the Strategic Mobility Triad; the phases of joint deployment operations and process; command relationships; planning including Mission Analysis, the Joint Operational Planning and Execution System (JOPES), and Time-Phased Force and Deployment Data (TPFDD); execution including Organization for Movement Control; actual execution of the Deployment Process through Joint Reception, Staging, Onward Movement, and Integration (JRSOI); and enablers such as automated systems, asset visibility, theater distribution, and force projection facilities and infrastructure.

Description: TBD

Audience: Military personnel from all Services and DOD civilians.

Clearance: TBD

Prerequisites: None

Curriculum Manager: JDTC (POC TBD)
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Reviewing Activity: N/A **Course Content**
- Overview
- Command relationships
- Deployment planning and execution

- Enablers
- The joint deployment process

Overview

National Security Strategy (NSS) and Force Projection
- US Armed Forces support NSS with a National Military Strategy (NMS)
- Two national military objectives of NMS
  – Promote peace and stability through: deterrence, peacetime engagement, regional cooperation, and constructive integration
  – When necessary, defeat adversaries by:
  – Applying military power as directed, establish new military conditions, and achieve a political solution favorable to US national interests
- Four strategic concepts support these two national military objectives:
  – Strategic agility
  – Overseas presence
  – Power projection
  – Decisive force

Joint Vision 2010 Operational Concepts
- Dominant maneuver
- Precision engagement
- Focused logistics
- Full-dimensional protection

Power Projection
- The ability to rapidly and effectively deploy and sustain US forces in and from multiple, dispersed locations
- To assemble and move to, through, and between a variety of environments, often while reconfiguring to meet specific mission requirements

Why Efficient Deployments?

Scope of Activities for Projecting the Joint Force
- Mobilization
- Deployment
- Employment
- Sustainment
- Redeployment

Joint Deployment Process Introduction and Overview

Command Relationships

Deployment Related Responsibilities of Supported Combatant Commanders
- Build and validate movement requirements
- Determine predeployment standards
  – Preparation for overseas movement
  – Predeployment training
- Balance and regulate the transportation flow
- Manage effectively
  – Use of Joint Transportation Board (JTB) and/or Joint Movement Center (JMC)
  – Logistics Readiness Center (LRC) or Logistics Operations Center (LOC)
  – Director, Mobility Forces (DIRMOBFOR)
- Verify supporting unit movement data
  – TPFDD validation.
  – Verified data from supporting commands, supporting agencies, and subordinate JTFs is officially validated for USTRANSCOM movement scheduling by the Supported Combatant Commander.
- Regulate the support flow
- Coordinate effectively

Joint Task Force (JTF) Deployment/Redeployment Planning Considerations
- In most situations, established by geographic combatant commander
- Limited duration - specific mission
- Forces of Two or More Services - OPCON
- Functions as "Supported" Commander of JTF forces during deployment/redeployment operations
- Deployment/redeployment planning and execution maybe complicated because of the diverse elements (forces from two or more Services) that may come together to form the JTF
- Especially during crisis action situations when limited time is available
- Responsibilities
  – Identify force requirements
  – Time phasing/prioritizing
  – Build and validate movement requirements to Supported Geographic Combatant Commander
  – Coordinate deployment planning/execution of force through JTF Service Component Commands
- Redeploy the force

Deployment Responsibilities: Deploying Operational Commander
- Plans, organizes and monitors deployment of force
- Determines force and sustainment requirements
- Determines force phasing and priority of deployment for force
  – Personnel
  – Supplies
- Directs preparation of embarkation and load plans by subordinate commanders
- Establishes movement control center (MCC) to control and coordinate deployment
- Establishes UMCCs to control and coordinate movement
- Establishes liaison elements at APOE/SPOE and with FMCC, LMCC, DACG, PSA/POG, or RHOG as appropriate
- Coordinates ORIGIN to POE movement schedules with LMCC
- Adjusts phasing of forces to throughput (POE/POD) and tactical requirements
- Monitors ORIGIN to POE movement and deployment of forces and sustainment to ensure arrival in accordance with strategic deployment schedules

Enablers

Global Command and Control System (GCCS)
- A comprehensive command, control, communications, computers, and intelligence (C4I) system designed to improve JFC's ability to manage and execute humanitarian, crisis, and contingency operations
  – Primary means of C2 for the NCA over all military forces
  – JFC simply "plugs in" to send and obtain critical information
  – Supports the exchange of information from defense agencies to Combatant Commanders and their Components
- Provides Combatant and Subordinate Commands the ability to rapidly provide military information to the NCA as well as supporting commands
  – The system integrates voice, data, and imagery into a common operational picture (COP)

GCCS, COP and JOPES
- The GCCS Common Operational Picture (COP) is a graphical display of friendly, hostile, and neutral units, assets, overlays, and/or tracks pertinent to operations
- GCCS COP may include relevant information from the tactical to the strategic level of command
- This includes, but is not limited to
  – All geographically oriented data
  – Readiness data from the status of resources and training system
  – Planning data from the Joint Operation Planning and Execution System (JOPES)

Joint Operation Planning and Execution System (JOPES)

- What is JOPES?
  - Single source for deployment planning and execution resource information
  - Means for CINC to control force deployment flow
  - Ties together force and sustainment movement requirements and carrier schedules
  - Allows multiple access through GCCS
  - Reflects near real time deployment flow
- Why use JOPES?
  - To ensure deployment supports concept of operations
  - To present consolidated movement requirements to supported and supporting CINCs and USCINCTRANS
  - To monitor and influence force flow
- How will the operational commander use JOPES?
  - To register force lists and sustainment requirements to support his concept
  - To phase/prioritize force and sustainment deployment
  - To analyze supportability and feasibility
    a) Force and sustainment planning
    b) Transportation
    c) Port and base/fort throughput (CONUS and AOR) and execution resource information
- JOPES during execution
  - Validate movement requirements
  - Schedule organic moves (Strategic)
  - Receive carrier schedules (Strategic)
    a) Supporting CINC (Phib/Withhold/APS/MPS)
    b) USCINCTRANS (AMC, MSC)
  - Allocate forces and sustainment to carriers
  - Adjust to situation

Joint Force Requirements Generator Warplanning System (JFRG) II
- Enhanced version of USMC's Marine Air Ground Task Force (MAGTF) Warplanning System II
- Automated tool which accelerates deployment planning and execution
- Single force integrator - interfaces with JOPES
- Activities
  - Build force structures to meet mission
  - Source required forces
  - Develop and assess phasing/travel mode
  - Compute sustainment requirements
  - Estimate airlift and sealift requirements

Planning Tools: JFRG II

- Purpose: Primary planning tool for operational commanders
    - Create and modify force structure
    - Establish force lift and movement requirements
    - Compute force sustainment requirements
    - Interface with JOPES and USMC's WRS and MDSS II
- Characteristics
    - JF-JTF/component/Army Corps-USMC-MEF, MSC & MAGTF/Bn/Sqdn Level
    - PC-based
    - TOE/TAM/billet level detail

Operational Logistics Planning Tools: TC AIMS II (Under Development)
- Transportation Coordinators' Automated Information for Movements System (TC AIMS) II
- Purpose: Generates ground movement
    - Provides deploying forces origin-to-POE transportation requirements data to movement control agencies
    - Input from JFRG and MAGTF II
- Characteristics
    - Battalion/Squadron/Separate Company Level
    - PC Based
    - In CONUS/In-theater

Operational Logistics Planning Tools: Analysis of Mobility Platform

Global Transportation Network (GTN)

Joint Deployment Planning and Execution

Deliberate Planning Responsibilities
- If sufficient planning time is available prior to mission execution
    - Determine Force Requirements
    - Determine Logistics Requirements
    - Determine Personnel Replacements
- Recommend Time Phasing Based on CONOPS Developed During Mission Analysis
- Develop JTF TPFDD
- Provide TPFDD Requirements to JTF Establishing Authority/Geographic Combatant Commander
- Initiate Redeployment Planning Early In the JTF Planning Process

Crisis Action Planning Responsibilities
- Combatant Command maybe required to initiate development of the JTF TPFDD because of time constraints
    - Combatant Command planners responsible for building the initial JTF TPFDD
    - Initial increment of forces and support allow the JTF to perform mission until JFC and staff arrive at crisis scene to assess situation and make adjustments
- JTF work within constraints of the Combatant Command planned initial TPFDD forces and support increment
    - Limited adjustments to this initial increment to avoid slowing or interrupting the deployment flow
    - Make adjustments to the TPFDD beginning with the day after the initial planned increment
    - Focus on coordinating for uninterrupted support of the JTF until ready to assume full operational planning responsibilities
- Lift apportionment, allocation and assignment
    - Transportation system
    - Consists of modes, nodes, and routes

Typical modes	Typical nodes
Air	Airports
Sea	Seaports
Highway	Staging areas
Rail	Railheads
Pipelines	Offload points

    - Planning and Coordination With Host Nation is Critical

Transportation Planning Concepts
- Planned movements
    - Managed via JOPES TPFDD
    - CINC sets priorities
    - Allows intensive management
- Channel movements
    - Based on JOPES
    - Flow of resupply through lines of communication
- Scheduled/charter carriers between specified ports
    - Similar to normal TMO functions
    - Intransit visibility (ITV) will eventually allow tracking of shipments

Identification of Force Requirements
- Initially identified in the planning process during mission analysis and COA development usually after receipt of Warning Order
  – Establishes command relationships
  – Identifies mission
  – Provides planning constraints
- Force requirements are the Joint Force Capabilities (means) required to accomplish a particular mission
- Supported combatant commander analyses COAs and submits recommendations to the NCA and CJCS
  – TPFDD development commences for each COA (time permitting)
  – Commander's intent for deployment
  – Time-phasing of forces

Time-phasing of forces
- Time-phasing: Sequencing the arrival and employment of forces based on:
  – Organization of forces to accomplish mission and combatant commander's required date
  – Operational commander's intent
  – Estimated time required to deploy forces from point of origin to operational area
  – Not administrative
- Constraining factors:
  – Lift availability
  – Port throughput

Time-Phased Force and Deployment Data
- TPFDD development based on three main processes:
  – Force planning
  – Support planning
  – Transportation planning
- Supported Combatant Commander's Statement of Requirements By:
  – Unit Type
  – Time period
  – Priority of arrival
- Supported combatant commander decides on:
  – Phasing
  – Prioritization
  – Validation of all movement requirements in the TPFDD
- Objective is arrival of the force at the right place at the right time

- TPFDD maintenance (readiness) allows:
  - Capability to manage TPFDD in deliberate planning and ability to execute a TPFDD during crisis action situations
  - The supported CINC, in conjunction with supporting CINCs and Services, establishes joint force movement requirements

Movement Locations

Deployment Legs

Deployment Date-Location Relationships

Deployment Process/TPFDD Relationships

Deployment Modes and Sources

TPFDD Refinement Process
- Consists of several discrete steps that maybe conducted sequentially or concurrently, in whole or in part:
  - Forces (including non-unit personnel)
  - Logistics (including accompanying supplies and non-unit resupply)
  - Transportation data
- These steps support other elements of the plan development phase of the joint planning process, forces planning, support planning, transportation planning, and shortfall identification
- For regional plans, normally two refinement conferences:
  - Combined forces and logistics conference
  - Transportation conference
- For global plans, normally three refinement conferences:
  - Force conference
  - Logistics conference
  - Transportation conference
- The purpose of forces refinement is to confirm that forces sourced and tailored within JSCP, Joint Staff (JS), and Service guidance and to assess the adequacy of combat support and combat service support apportionment and resolve shortfalls
- The purpose of logistics refinement is to confirm sourcing of logistics requirements IAW JSCP, JS, and Service guidance and to assess (by the JS and Supported CINC) the adequacy of resources provided by support planning, Including complete medical and civil engineering
- Logistics refinement is primarily conducted by Service sourcing agencies, DLA, and combatant command components under the overall direction of the JS and/or supported commanders
- USTRANSCOM will normally host the logistics refinement conference for the JS and supported Combatant Commander

- The purpose of transportation refinement is to adjust flow of OPLANS to ensure they are transportation feasible and consistent with JSCP, JS, and Service guidance
- Transportation refinement is conducted by USTRANSCOM in coordination with the JS, Services, and supporting Commands
  - USTRANSCOM uses computer simulation to determine transportation feasibility. In turn, the supported Commander adjusts TPFDD requirements as necessary to remain within lift capability
- Following TPFDD refinement, the supported commander completes documentation of the plan and coordinates distribution of the TPFDD within JOPES network as appropriate
- The term "effective for planning" recognizes that the work to date is valid and current and could be used for execution prior to submission of the final OPLAN for CJCS approval
- Designation is predicated on the fact that the combatant commander's strategic concept for the plan has received CJCS approval, current forces have been sourced and approved, sustainment requirements have been generated, and the gross transportation feasibility check indicated the plan was transportation feasible
- The supported CINC then submits the OPLAN with the TPFDD file to the CJCS
  - Upon completion of force and logistics TPFDD refinement, USTRANSCOM will assess the gross transportation feasibility of the OPLAN
  - If grossly transportation feasible at that stage, the JS, in coordination with the supported Commander, may deem the OPLAN "effective for planning"
  - The term "effective for planning" recognizes that the work is valid and current and could be used for execution

Execution

Validation
- Process by which supported CINC certifies to USCINCTRANS (and other lift providers) required airlift and sealift movements
- Basis for scheduling carriers

- Validation from moving unit to supported CINC USTRANS
  - Deploying unit validation
    a) Certifies JOPES accurately reflects movement requirements and readiness to deploy
    b) Stays within lift allocated by CINC
  - From supported Service component
    c) Certifies force is required - where and when
    d) Stays within lift allocated by CINC
  - From supported CINC
    e) Verifies priority movements
    f) Certifies lift capability not exceeded
- USCINCTRANS and lift providers schedule carriers to support validated portion of TPFDD
- AVOID changes to "in the window validations"

Scheduling
- Process of establishing carrier itineraries for both cargo and passengers
- Basis for allocation and assignment of lift resources

Organization For Movement Control
- USTRANSCOM
  - Provides movement summaries of TCCs and organic movements from departure to arrival in-theater
  - Maintains JOPES database and provides analysis of deployment execution to the Joint Staff analysis includes: progress reports, statuses, problems, force closure, port workloads, daily movement states, resolution of problems encountered with common-user
- Supported Geographic Combatant Commander
- Has a wide range of options for performing movement control
  - Direct subordinate JFCs and Service components to perform movement control
  - Should task organize movement control commensurate with mission, scope of operations, and geography of operational area
  - Exercises his authority through JTB, JMC or assigns responsibility to a staff element

Strategic Movement Control
- Requires coordination between USTRANSCOM and Supported Geographic Combatant Commander
- Begins with identifying total joint force movement requirements and translation into logistics terms (e.g., barrels, short tons, square feet, and passenger transportation)

- Crisis action strategic movement control follows deliberate planning process
  – Difference is reduced time available for allocation, scheduling, identification of threats to transportation assets en-route to PODs, en-route access and overflight rights
  – Early identification of force and movement requirements are key to rapid and crisis action movement planning and execution
- USTRANSCOM uses TPFDD to analyze the flow of forces and cargo from point of origin to arrival in-theater
- Distributes apportioned strategic trans resources and makes adjustments
- Follows CJCS guidance and coordinates all major decisions with Supported Geographic Combatant Commander

Joint Force/Task Force Movement Control Organizations
- Joint Movement Center (JMC)
  – JF/JTF's single coordinator of strategic movements between the Combatant Commander and USTRANSCOM
  – Coordinates the employment of all means of theater transportation provided by allies or host nations
- Component Movement Control Organizations are formed by each JF/JTF deploying component to monitor and coordinate deployment planning and execution
- Army Forces-Movement Control Agency (MCA), Marine Forces-Force Movement Control Center (FMCC), Navy Forces-Advanced Logistics Site/N4, and Air Force Forces-Logistics Readiness Center/A4
  – Allocates resources to support deployment
  – Executes the movement and controls all deployment related transportation

Strategic and Theater Interface/Theater Movement Control
- USTRANSCOM normally establishes forward elements within theater to coordinate with the combatant commander's agencies
- Supported Geographic Combatant Commander
  – Designates single coordinator of strategic movements between the Combatant Commander and USTRANSCOM
  – Controls intratheater movement
  – Coordinates the employment of all means of theater transportation provided by allies or host nations
- Theater movement control plan must coordinate incoming strategic movements with theater distribution and theater JRSOI operations

Management of Change: Deployment Changes
- TPFDD and movement schedule changes during deployment execution are inevitable
- During execution, assumptions are replaced by facts, which may differ from assumptions

- More likely, changes during deployment execution are the result of incomplete or erroneous movement data in the TPFDD
- Changes may also occur because of late deployment planning decisions or changes regarding transportation modes, LOC, or POEs/PODs

Management of Change: Managing the Impact
- Respond to shifts in tactical, strategic or diplomatic situation as directed by supported geographic commander
- Understand and anticipate changes
- Provide resources at critical sites to ensure timely reporting of changes
- Develop flexible, responsive steps, at all levels, to capture and properly document changes
- Synchronize all aspects of the required change

The Joint Deployment Process

Stage (1): <u>Predeployment</u>

Analyze Mission

Structure Forces

Tailoring

Tailoring/Requirement Development
- A Requirement:
  - What
  - When
  - Where
  - <u>Not Who</u>
- Developed by "type unit"
- Force sizing/force list established by:
  - JCS (JSCP/Warning Order)
  - Service HQ
  - Supported CINC/Service component

Tailoring/Force Development
- Operational commander determines force requirements based on:
  - Mission
  - Task organization for <u>employment</u>
  - Previous plan
  - Build from scratch
- Use force modules (capability sets)

Refine Deployment Data
- Air validation 7 days & greater
- Sea validation 30 days & greater
- Changes "inside" the window air less than 7 days; sea less than 30 days

Prepare the Force

Schedule Movement

Stage (2): <u>Move to & Actions at POE</u>

Assemble & Marshal Forces

Conduct POE Operations

Stage (3): <u>Strategic Movement</u>
- Airlift
- Sealift
- Prepositioning

Stage (4): <u>Joint Reception, Staging, Onward Movement & Integration</u>

JRSOI Sequence
- Receive personnel, materiel, and equipment at theater PODs
- Assemble deploying forces and equipment into units at designated staging areas
- Move units forward to designated locations as specified by combatant commander
- Integrate units into a mission capable joint force

JRSOI Planning Considerations
- Locations and capabilities of PODs
- Host nation support
- Environment (desert, cold weather, etc.)
- Threat
- Time expected between arrival and commencement of operations
- JRSOI planning considerations affect deployment loading options

Key JRSOI Players
- Deploying units
- Support organizations
  - Enabling units
  - Supporting CINCs
- Host nation
- Components
- Joint task force
- Combatant commander

Deploying Unit Commander Responsibilities
- Provide robust advance parties
- Unite forces with organic/PREPO equipment
- Regenerate combat power
- Report combat readiness statuses
- Integrate into theater C2 and log networks

Host Nation JRSOI Considerations
- Basing rights
- Transit authority (land, sea, air)
- Border/diplomatic clearances
- POD services
- Life/logistics support
- Medical facilities and services
- Construction and engineering
- Transportation conveyances/infrastructure
- Labor force

Combatant Commander JRSOI Responsibilities
- Establish theater C2
- Develop and operate LOCs ICW host nation
- Secure LOCs and provide force protection
- Acquire logistics and life support for deploying forces
- Establish host nation agreements
- Coord with USTRANSCOM for strategic lift
- Coord issue of pre-positioned materiel
- Establish readiness and integration criteria
- Integrate deploying forces into theater

Prepare to Receive the Force

Reception
- The offloading and marshaling of unit personnel, equipment, and materiel at ports of debarkation (POD) and then transporting these elements from the PODs to a staging area. Reception includes all those functions to clear unit personnel and equipment through the PODs.   JP 4-01.8

Primary Reception Activities
- Strategic lift arrives at PODs
- Receive personnel, equipment, and cargo at PODs
- Process arriving forces and materiel in MA
  – Sort unit equipment and personnel
  – Reestablish property accountability
  – Organize for onward movement
- Commence movement to staging area

Reception Facilities
- APODs
- SPODs
- Beaches, JLOTS sites
- Marshaling areas
- War reserve materiel storage sites
- Surface transportation nodes

APOD Functions
- Receive, park, and service aircraft
- Offload pax and cargo
- Clear personnel through air terminal
- Transport forces and equipment to MA
  – Movement control
  – ITV
- Marshal personnel and equipment for onward movement
  – Life and logistics support

APOD Considerations
- Weather
- Parking and Working "Maximum on Ground, (MOG)"
- MHE/CHE
- Throughput transportation infrastructure
- Storage facilities by type commodities
- C2/ITV (split modes)
- Security
- Life support

MOG Vignette
- In Operation Joint Endeavor, the Army established a heliport to reassemble helicopters that were shipped by air. The heliport occupied a portion of an airfield, which affected the number of aircraft that could be parked on the airfield (MOG). This reduced the throughput of the airfield and consequently slowed the deployment. An Army decision that impacted the strategic flow.

Key APOD Support Organizations
- AMC
- TALCE
- AACG
- DIRMOBFOR
- Joint Movement Center
- Movement control detachment
- Security forces
- Airlift control activity
- Host nation

TALCE Responsibilities
- Plan and supervise aircraft parking
- Receive pax/cargo from loadmaster
- Supervise aircraft off-loading
- Provide MHE and special off-loading equipment
- Coordinate airflow status with AACG
- Release aircraft loads to AACG

AACG Responsibilities
- Coordinate with TALCE
- Coordinate holding area activities
- Maintain records of people and equipment received and cleared
- Provide off-load teams with pusher vehicles
- Recover and store shoring materials ICW TALCE
- Provide POL and minor maintenance for deploying force vehicles

Types of SPODs
- World class, deep draft ports
- Unimproved or degraded ports
- Bare beach

SPOD Process
- Sealift vessels dock
- Cargo discharged
  - RORO
  - Lifted off
- Bar codes scanned
- Cargo relocated to MA nodes
  - Convoy assembly area
  - Railhead
  - Helo MA
  - Ammo container storage area

Beach and SPOD Functions
- Ship arrival and departure coordination
- Transient ship servicing
- Berthing and chandlering
- Cargo discharge, documentation, and clearance
- Movement control into, within, and away from
- Security and force protection
- Maintenance support (air and ground equip)
- Supplies and services
- Sea-to-air (SAI) interface coordination

SPOD Considerations
- Channel and pier-side depths
- Weather and sea-states
- Berthing space (types and quantities)
- MHE/CHE
- Throughput transportation infrastructure
- Storage facilities by type commodities
- C2/ITV (split modes)
- Security
- Life support

SPOD Organizations
- MSC
- MTMC
- PSA/POG

- Movement control
- DHA control group
- SAI support elements
- Host nation
- Single Port Manager

PSA/POG/BOG Functions
- Receive and stage equipment in MAs
- Correct cargo and equipment deficiencies
- Provide vehicle operators
- Provide maintenance and recovery support
- Assist with property accountability
- Secure sensitive and classified cargo

JLOTS
- The process of discharging cargo from vessels anchored off-shore or in-the-stream, transporting it to the shore or pier, and marshaling it for movement inland. JP 4-01.6

Where JLOTS Conducted
- Over unimproved shorelines
- At shallow fixed ports
- Ports with inadequate support facilities

JLOTS Considerations
- Adequate anchorage
- Weather and sea-states
- Types and amounts of cargo
- Types of ships and support requirements
- Adequate landing sites
- Throughput infrastructure
- Security
- Engineer support
- Logistics support

Intratheater Network Considerations
- Link beach, port and airfields with JRSOI area
- Condition and Load bearing capacity of beach
- Rail or Truck

War Reserve Materiel Requirements
- Strategic lift
- APOD
- SPOD
- Staging area
- Surface transportation infrastructure
- Security
- Life and logistic support

WRM Advance Party Tasks
- Remove preservation and packing materials
- Install/recharge batteries
- Drain and replace fuel
- Top off fuel tanks
- Upload weapons systems, radios, ancillary equipment
- Containerize and upload PLL/ASL
- Inspect and correct minor deficiencies
- Account for major items of equipment

Confirm Deployment Data

JOPES During Execution
- Validate Movement Requirements
- Schedule Organic Moves (Strategic)
- Receive Carrier Schedules (Strategic)
  - Supporting CINC (Phib/Withhold/APS/MPS)
  - USCINCTRANS (AMC, MSC)
- Allocate Forces and Sustainment to Carriers
- Adjust to Situation

Prepare the Force

Staging
- The assembling, temporarily holding, and organizing arriving personnel and materiel into units and forces; and preparing them for onward movement and tactical operations. JP4-01.8
- Begins when forces arrive in SA
- Ends when forces are ready for onward movement

Key Staging Tasks
- Receive personnel and materiel
- Segregate, prioritize, and prepare materiel for transport
- Upload combat loads
- Conduct training

- Calibrate weapons and other equipment
- Perform maintenance and operational checks
- Assemble units for onward movement
- Report readiness statuses to combatant cdr

Staging Area Considerations
- Size and availability of real estate
- Life and logistics support
- C2
- Communications
- Security

Staging Area Support Requirements
- Unit and situation dependent
- Typical support requirements

Food	Local Transportation
Water	Maintenance
Shelter	Supplies
Sanitation	Peer services
HSS	Finance

- Engineering
- POL
- Ammo
- MHE/CHE
- Trans and movement control

Sources of Support
- Host Nation
- Contract Support
- Civil Augmentation Program
  - LOGCAP
  - CONCAP
  - AFCAP
- Cross-service logistics

Staging Area Command and Control
- Two chains of C2
  - Staging area operations and support
  - Tactical C2 between deploying unit and combatant commander
- Coordination between both is essential

Staging Area OPS C2
- Combatant commander designates C2 structure for conducting SA ops
- Responsibilities
  - Serve as land manager
  - Maintain visibility over arrival and departure schedules
  - Establish and follow SOPs
  - Acquire and allocate resources per combatant commander guidance
  - Provide interface between deploying forces, supporting units, rear area security, and combatant commander

Deploying Force C2
- Reports oriented
- Focus is on components of combat power
  - Combat capability
  - Logistics
  - Mobility and survivability
  - C4I
- Overall unit rating
- Combatant commander sets reporting criteria
- Reporting begins when unit begins reassembly process

Staging Area Communications
- Need near-term, integrated communications for:
  - Force tracking
  - ITV
  - Movement control
  - materiel distribution
  - Unit status reporting
- Must link SAs with:
  - Higher HQ
  - JRSOI nodes
  - Support organizations
  - All units within SA

Staging Area Security
- SA is high value target
- Deploying forces have limited self-defense capabilities
- Combatant commander responsibilities
  - Force protection plan
  - Integration into JROC

Onward Movement
- The process of moving units and accompanying materiel from reception facilities to marshaling areas; from marshaling areas to staging areas; and from staging areas to tactical assembly areas or other theater destinations. JP 4-01.8

Onward Movement Process
- Assemble and marshal forces
  – Sequence loads
  – Coordinate movement security requirements
- Move to theater destinations
- Conduct movement control operations

Critical Functions of Onward Movement
- Command and control
- Communications
- Transportation
- Supply and services
- Host nation support
- Force protection

C2 Enablers
- Joint Movement Center
- DIRMOBFOR
- Movement control architecture
- ITV system

Joint Movement Center
- "An effective theater movement control option recommended to geographic combatant commanders is the establishment of a JMC. The JMC is responsible for coordinating all modes of theater transportation to support the theater concept of operations." JP 4-01.8

Assemble & Marshal Forces

Force Protection
- High value targets
- In-transit forces vulnerable
- Wide range of threats
- Combatant commander/HN responsibility

Transportation System
- Consists of modes, nodes, and routes
- <u>Typical modes</u>   <u>Typical nodes</u>
  Air   Airports
  Sea   Seaports
  Highway   Staging areas
  Rail   Railheads
  Pipelines   Offload points
- Planning and coord with HN is critical

En Route Support Facilities
- Convoy support centers
- Aircraft en route support sites
- Transfer trailer points
- POL transfer points
- Pre-positioned war reserve materiel sites
- Pre-stock supply points
- Railheads

Convoy Support Center
- Comparable to interstate truck stop
- Typical support provided:
  Admin and commo   Vehicle recovery
  Refueling   Vehicle maint
  Lighting   MHE
  Dining and billets   Medical
  Latrines   Security
  Laundry and showers

HNS for Onward Movement
- En route support
- Medical
- Route security
- Commo
- Ground transport vehicles and equipment
- Clearances (road, rail, border, diplomatic)

Conduct TAA Operations

Complete Force Integration

JOA Activities
- Establish C2, security, and unit area
- Report unit status
- Conduct force assembly and accountability
- Coordinate support requirements

Integration
- The process of establishing force projection units into coherent operational units in the designated joint operational area. JP 4-01.8
- Components of integration
  – Actions in JOA
  – Complete force integration

Complete Force Integration
- Integrate C4 with gaining command
- Integrate logistics with support organizations
- Conduct FTXs and rehearsals
- Confirm mission ready status

Joint Deployment Education and Training <u>Senior</u> Level Joint Deployment Course

Administrative Information

Title: Joint Deployment Senior Level Course

UJTL References: SN 1; SN 3; SN 4; SN 6; SN 7, ST 1; ST 4; ST 6; ST 7; OP 4

Objectives: To provide US Military officers, and DOD civilians at the senior level, the skills required to effectively and efficiently manage joint deployments. It includes a general overview and information on: national security strategy and force projection; the Strategic Mobility Triad; the phases of joint deployment operations and process; command relationships; planning including Mission Analysis, and the Joint Operational Planning and Execution System (JOPES) and Time-Phased Force and Deployment Data (TPFDD); execution including Organization for Movement Control; actual execution of the Deployment Process through Joint Reception, Staging, Onward Movement, and Integration (JRSOI); and enablers such as automated systems, asset visibility, theater distribution, and force projection facilities and infrastructure.

Description: TBD

Audience: Military personnel from all Services and DOD civilians.

Clearance: TBD

Prerequisites: None

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Reviewing Activity: N/A

Course Content
- Overview
- Command Relationships
- Deployment Planning and Execution
- Enablers
- The Joint Deployment Process

Overview

Joint Vision 2010 Operational Concepts
- Dominant Maneuver
- Precision Engagement
- Focused Logistics
- Full-dimensional Protection

Power Projection
- The ability to rapidly and effectively <u>deploy</u> and sustain US forces in and from multiple, dispersed locations…
- To assemble and move to, through, and between a variety of environments, often while reconfiguring to meet specific mission requirements.

Why Efficient Deployments?

Scope of Activities for Projecting the Joint Force
- Mobilization
- Deployment
- Employment
- Sustainment
- Redeployment

Joint Deployment Process Introduction and Overview

Command Relationships

Deployment Related Responsibilities of Supported Combatant Commanders
- Build and Validate Movement Requirements
- Determine Predeployment Standards
  - Preparation for Overseas Movement
  - Predeployment Training
- Balance and Regulate the Transportation Flow
- Verify Supporting Unit Movement Data
- Regulate the Support Flow

Joint Task Force (JTF) Deployment/Redeployment Planning Considerations
- In Most Situations, Established By Geographic Combatant Commander
- Limited Duration - Specific Mission
- Forces of Two or More Services - OPCON
- Functions as "Supported" Commander of JTF Forces During Deployment/Redeployment Operations
- Deployment/Redeployment Planning and Execution May Be Complicated Because of the Diverse Elements (Forces from Two or More Services) that May Come Together to Form the JTF
- Especially During Crisis Action Situations When Limited Time is Available
- Responsibilities
  - Identify Force Requirements
  - Time Phasing/Prioritizing
    a) Build and Validate Movement Requirements to Supported Geographic Combatant Commander
    b) Coordinates Deployment Planning/Execution of Force Through JTF Service Component Commands
- Redeploy The Force

Deployment Responsibilities: Deploying Operational Commander
- Plans, Organizes and Monitors Deployment of Force
- Determines Force and Sustainment Requirements
- Determines Force Phasing and Priority of Deployment for Force
  - Personnel
  - Supplies
- Directs Preparation of Embarkation and Load Plans by Subordinate Commanders
- Establishes Movement Control Center (MCC) to Control and Coordinate Deployment
- Establishes UMCCs to Control and Coordinate Movement
- Establishes Liaison Elements at APOE/SPOE and with FMCC, LMCC, DACG, PSA/POG, or RHOG as Appropriate
- Coordinates ORIGIN to POE Movement Schedules with LMCC
- Adjusts Phasing of Forces to Throughput (POE/POD) and Tactical Requirements
- Monitors ORIGIN to POE Movement and Deployment of Forces and Sustainment to Ensure Arrival In Accordance With Strategic Deployment Schedules

Enablers
- Senior level students should attend the Executive level training in JOPES, GTN and Deployment Modeling and Simulations.
- If students are not able to attend this training, the instruction outlined at the Intermediate Level may be substituted.

Joint Deployment Planning and Execution

Deliberate Planning Responsibilities
- If Sufficient Planning time is Available Prior to Mission Execution:
    - Determine Force Requirements
    - Determine Logistics Requirements
    - Determine Personnel Replacements
- Recommend Time Phasing Based on CONOPS Developed During Mission Analysis
- Develop JTF TPFDD
- Provide TPFDD Requirements to JTF Establishing Authority/Geographic Combatant Commander
- Initiate Redeployment Planning early In the JTF Planning Process

Crisis Action Planning Responsibilities
- Combatant Command May Be Required to Initiate Development of the JTF TPFDD Because of Time Constraints
    - Combatant Command Planners Responsible for Building the Initial JTF TPFDD
    - Initial Increment of Forces and Support Allow the JTF to Perform Mission Until JFC and Staff Arrive at Crisis Scene to Assess Situation and Make Adjustments
- JTF Work Within Constraints of the Combatant Command Planned Initial TPFDD Forces and Support Increment
    - Limited Adjustments to This Initial Increment to Avoid Slowing or Interrupting the Deployment Flow
    - Make Adjustments to the TPFDD Beginning with the Day After the Initial Planned Increment
    - Focus on Coordinating for Uninterrupted Support of the JTF until Ready to Assume Full Operational Planning Responsibilities
    -

Transportation Planning Concepts
- Planned Movements
    - Managed Via JOPES TPFDD
    - CINC Sets Priorities
    - Allows Intensive Management
- Channel Movements
    - Based on JOPES
    - Flow of Resupply Through Lines of Communication
- Scheduled/Charter Carriers Between Specified Ports
    - Similar to Normal TMO Functions
    - Intransit Visibility (ITV) Will Eventually Allow Tracking of Shipments

Identification of Force Requirements
- Initially identified in the planning process during mission analysis and COA development usually after receipt of Warning Order
    – Establishes Command Relationships
    – Identifies Mission
    – Provides Planning Constraints
- Force Requirements are the Joint Force Capabilities (Means) required to accomplish a particular mission
- Supported Combatant Commander Analyses COAs and Submits Recommendations to the NCA and CJCS
    – TPFDD Development Commences for each COA (Time Permitting)
    – Commander's Intent for Deployment
    – Time-Phasing of Forces

Time-Phasing Of Forces
- Time-Phasing: Sequencing the Arrival and employment of Forces Based On:
    – Organization of Forces to Accomplish Mission and Combatant Commander's required date
    – Operational Commander's Intent
    – Estimated Time required to deploy Forces from Point of Origin to Operational Area
    – Not Administrative
- Constraining Factors:
    – Lift Availability
    – Port Throughput

Execution

Validation
- Process by Which supported CINC Certifies to USCINCTRANS (and other Lift providers) Required Airlift and Sealift Movements
- Basis For Scheduling Carriers
- Validation From Moving Unit to Supported CINCUSTRANS
    – Deploying Unit Validation
a) Certifies JOPES Accurately Reflects Movement Requirements and Readiness to Deploy
b) Stays Within Lift Allocated by CINC
    – From Supported Service Component
c) Certifies Force is Required - Where and When
d) Stays Within Lift Allocated by CINC
    – From Supported CINC
e) Verifies Priority Movements
f) Certifies Lift Capability Not Exceeded

- USCINCTRANS and Lift Providers Schedule Carriers to Support Validated Portion of TPFDD
- AVOID Changes to "In The Window" Validations"

Scheduling
- Process of establishing carrier itineraries for both cargo and passengers
- Basis For Allocation And Assignment Of Lift Resources

Organization For Movement Control
- USTRANSCOM
  – Provides Movement Summaries of TCCs and Organic Movements From Departure to Arrival In-theater
  – Maintains JOPES Database and Provides Analysis of Deployment Execution to the Joint Staff
- Supported Geographic Combatant Commander
- Has a Wide Range of Options for performing Movement Control

Strategic Movement Control
- Requires Coordination Between USTRANSCOM and Supported Combatant Commander
- Begins With Identifying Total Joint Force Movement Requirements
- Crisis Action Strategic Movement Control Follows Deliberate Planning Process
  – Difference is Reduced Time Available For Allocation, Scheduling, Identification of Threats to Transportation Assets En-route to PODs, En-route Access and Overflight Rights
  – Early Identification of Force and Movement Requirements Are Key to Rapid and Crisis Action Movement Planning and Execution
- USTRANSCOM Uses TPFDD To Analyze The Flow of Forces and Cargo from Point of Origin to Arrival In-Theater
- Distributes Apportioned Strategic Trans Resources and Makes Adjustments
- Follows CJCS Guidance and Coordinates All Major Decisions With Supported Geographic Combatant Commander

Joint Force/Task Force Movement Control Organizations
- Joint Movement Center (JMC)
  – JF/JTF's Single Coordinator of Strategic Movements Between the Combatant Commander and USTRANSCOM
  – Coordinates the Employment of All Means of Theater Transportation Provided by Allies or Host Nations
- Component Movement Control Organizations are Formed by each JF/JTF Deploying Component to Monitor and Coordinate Deployment Planning and Execution

- Army Forces-Movement Control Agency (MCA), Marine Forces-Force Movement Control Center (FMCC), Navy Forces-Advanced Logistics Site/N4, and Air Force Forces-Logistics Readiness Center/A4
  – Allocates Resources to Support Deployment
  – Executes the Movement and Controls all Deployment Related Transportation

Strategic and Theater Interface/Theater Movement Control
- USTRANSCOM Normally Establishes Forward Elements Within Theater to Coordinate With the Combatant Commander's Agencies
- Supported Geographic Combatant Commander
  – Designates Single Coordinator of Strategic Movements Between the Combatant Commander and USTRANSCOM
  – Controls Intratheater Movement
  – Coordinates the Employment of All Means of Theater Transportation Provided by Allies or Host nations
- Theater Movement Control Plan Must Coordinate Incoming Strategic Movements With the Theater Distribution and Theater JRSOI Operations

Management of Change: Deployment Changes
- TPFDD and Movement Schedule Changes During Deployment Execution are Inevitable
- During Execution, Assumptions are replaced by Facts, Which May Differ From Assumptions
- More Likely, Changes During Deployment Execution are the Result of Incomplete or Erroneous Movement Data in the TPFDD
- Changes May Also Occur Because of Late Deployment Planning Decisions or Changes Regarding Transportation Modes, LOC, or POEs/PODs

Management of Change: Managing the Impact
- Respond to Shifts in Tactical, Strategic or Diplomatic Situation as Directed by Supported Geographic Commander
- Understand and Anticipate Changes
- Provide Resources at Critical Sites to Ensure Timely Reporting of Changes
- Develop Flexible, Responsive Steps, at All Levels, to Capture and Properly Document Changes
- Synchronize All Aspects of the Required Change

The Joint Deployment Process

Predeployment

Analyze Mission

Structure Forces

Tailoring

Tailoring/Requirement Development
- A Requirement:
  - What
  - When
  - Where
  - <u>Not Who</u>
- Developed By "Type Unit"
- Force Sizing/Force List Established By:
  - JCS (JCSP/Warning Order)
  - Service HQ
  - Supported CINC/Service Component

Tailoring/Force Development
- Operational Commander Determines Force Requirements Based On:
  - Mission
  - Task Organization for <u>Employment</u>
  - Previous Plan
  - Build from Scratch
- Use Force Modules (Capability Sets)

Refine Deployment Data
- Air Validation 7 Days & Greater
- Sea Validation 30 Days & Greater
- Changes "Inside" The Window Air Less Than 7 Days; Sea Less Than 30 Days

Prepare the Force

Schedule Movement

Move to & Actions at POE

Assemble & Marshal Forces

Conduct POE Operations

Strategic Movement
- Airlift
- Sealift
- Prepositioning

Joint Reception, Staging, Onward Movement & Integration

JRSOI Sequence
- Receive personnel, materiel, and equipment at theater PODs
- Assemble deploying forces and equipment into units at designated staging areas
- Move units forward to designated locations as specified by combatant commander
- Integrate units into a mission capable joint force

JRSOI Planning Considerations
- Locations and capabilities of PODs
- Host nation support
- Environment
- Threat
- Time expected between arrival and commencement of operations
- JRSOI planning considerations affect deployment loading options

Key JRSOI Players
- Deploying units
- Support organizations
  - Enabling units
  - Supporting CINCs
- Host nation
- Components
- Joint task force
- Combatant commander

Deploying Unit Commander Responsibilities
- Provide robust advance parties
- Unite forces with organic/PREPO equipment
- Regenerate combat power
- Report combat readiness statuses
- Integrate into theater C2 and log networks

Host Nation JRSOI Considerations
- Basing rights
- Transit authority (land, sea, air)
- Border/diplomatic clearances
- POD services
- Life/logistics support
- Medical facilities and services
- Construction and engineering
- Transportation conveyances/infrastructure
- Labor force

Combatant Commander JRSOI Responsibilities
- Establish theater C2
- Develop and operate LOCs ICW host nation
- Secure LOCs and provide force protection
- Acquire logistics and life support for deploying forces
- Establish host nation agreements
- Coordinate with USTRANSCOM for strategic lift
- Coordinate issue of pre-positioned materiel
- Establish readiness and integration criteria
- Integrate deploying forces into theater

Prepare to Receive the Force

Reception
The offloading and marshaling of unit personnel, equipment, and materiel at ports of debarkation (POD) and then transporting these elements from the PODs to a staging area. Reception includes all those functions to clear unit personnel and equipment through the PODs. JP 4-01.8

Primary Reception Activities
- Strategic lift arrives at PODs
- Receive personnel, equipment, and cargo at PODs
- Process arriving forces and materiel in MA
    - Sort unit equipment and personnel
    - Reestablish property accountability
    - Organize for onward movement
- Commence movement to staging area

Reception Facilities
- APODs
- SPODs
- Beaches, JLOTS sites
- Marshaling areas
- War reserve materiel storage sites
- Surface transportation nodes

APOD Functions
- Receive, park, and service aircraft
- Offload pax and cargo
- Clear personnel through air terminal
- Transport forces and equipment to MA
  - Movement control
  - ITV
- Marshal personnel and equipment for onward movementLife and logistics support

APOD Constraints Maximum on Ground (MOG)
- Parking MOG
- Working MOG

Key APOD Support Organizations
- AMC
- TALCE
- A/DACG
- DIRMOBFOR
- Joint Movement Center
- Movement control detachment
- Security forces
- Airlift control activity
- Host nation

TALCE Responsibilities
- Plan and supervise aircraft parking
- Receive pax/cargo from loadmaster
- Supervise aircraft off-loading
- Provide MHE and special off-loading equipment
- Coordinate airflow status with A/DACG
- Release aircraft loads to A/DACG

A/DACG Responsibilities
- Coordinate with TALCE
- Coordinate holding area activities
- Maintain records of people and equipment received and cleared
- Provide off-load teams with pusher vehicles
- Recover and store shoring materials ICW TALCE
- Provide POL and minor maintenance for deploying force vehicles

Types of SPODs
- World class, deep draft ports
- Unimproved or degraded ports
- Bare beach

SPOD Process
- Sealift vessels dock
- Cargo discharged
  - RORO
  - Lifted off
- Bar codes scanned
- Cargo relocated to MA nodes
  - Convoy assembly area
  - Railhead
  - Helo MA
  - Ammo container storage area

Beach and SPOD Functions
- Ship arrival and departure coordination
- Transient ship servicing
- Berthing and chandlering
- Cargo discharge, documentation, and clearance
- Movement control into, within, and away from
- Security and force protection
- Maintenance support (air and ground equip)
- Supplies and services
- Sea-to-air (SAI) interface coordination

SPOD Considerations
- Channel and pier-side depths
- Weather and sea-states
- Berthing space (types and quantities)
- MHE/CHE
- Throughput transportation infrastructure
- Storage facilities by type commodities
- C2/ITV (split modes)
- Security
- Life support

SPOD Organizations
- MSC
- MTMC
- PSA/POG
- Movement control
- DHA control group
- SAI support elements
- Host nation
- Single Port Manager

PSA/POG/BOG Functions
- Receive and stage equipment in MAs
- Correct cargo and equipment deficiencies
- Provide vehicle operators
- Provide maintenance and recovery support
- Assist with property accountability
- Secure sensitive and classified cargo

JLOTS
The process of discharging cargo from vessels anchored off-shore or in-the-stream, transporting it to the shore or pier, and marshaling it for movement inland. JP 4-01.6

Where JLOTS Conducted
- Over unimproved shorelines
- At shallow fixed ports
- Ports with inadequate support facilities

JLOTS Considerations
- Adequate anchorage
- Weather and sea-states
- Types and amounts of cargo
- Types of ships and support requirements
- Adequate landing sites

- Throughput infrastructure
- Security
- Engineer support
- Logistics support

War Reserve Materiel Requirements
- Strategic lift
- APOD
- SPOD
- Staging area
- Surface transportation infrastructure
- Security
- Life and logistic support

WRM Advance Party Tasks
- Remove preservation and packing materials
- Install/recharge batteries
- Drain and replace fuel
- Top off fuel tanks
- Upload weapons systems, radios, ancillary equipment
- Containerize and upload PLL/ASL
- Inspect and correct <u>minor</u> deficiencies
- Account for <u>major</u> items of equipment

Confirm Deployment Data

Prepare the Force

Staging
- The assembling, temporarily holding, and organizing arriving personnel and materiel into units and forces; and preparing them for onward movement and tactical operations. JP4-01.8
- Begins when forces arrive in SA
- Ends when forces are ready for onward movement

Sources of Support
- Host Nation
- Contract Support
- Civil Augmentation Program
  - LOGCAP
  - CONCAP
  - AFCAP
- Cross-service logistics

Staging Area Command and Control
- Two chains of C2
  - Staging area operations and support
  - Tactical C2 between deploying unit and combatant commander
- Coordination between both is essential

Staging Area OPS C2
- Combatant commander designates C2 structure for conducting SA ops
- Responsibilities
  - Serve as land manager
  - Maintain visibility over arrival and departure schedules
  - Establish and follow SOPs
  - Acquire and allocate resources per combatant commander guidance
  - Provide interface between deploying forces, supporting units, rear area security, and combatant commander

Deploying Force C2
- Reports oriented
- Focus is on components of combat power
  - Combat capability
  - Logistics
  - Mobility and survivability
  - C4I
- Overall unit rating
- Combatant commander sets reporting criteria
- Reporting begins when unit begins reassembly process

Onward Movement

The process of moving units and accompanying materiel from reception facilities to marshaling areas; from marshaling areas to staging areas; and from staging areas to tactical assembly areas or other theater destinations. JP 4-01.8

Critical Functions of Onward Movement
- Command and control
- Communications
- Transportation
- Supply and services
- Host nation support
- Force protection

C2 Enablers
- Joint Movement Center
- DIRMOBFOR
- Movement control architecture
- ITV system

Assemble & Marshal Forces

Force Protection
- High value targets
- In-transit forces vulnerable
- Wide range of threats
- Combatant commander/HN responsibility

Transportation System
- Consists of modes, nodes, and routes
- <u>Typical modes</u>   <u>Typical nodes</u>
  Air   Airports
  Sea   Seaports
  Highway   Staging areas
  Rail   Railheads
  Pipelines   Offload points
- Planning and coord with HN is critical

En Route Support Facilities
- Convoy support centers
- Aircraft en route support sites
- Transfer trailer points
- POL transfer points
- Pre-positioned war reserve materiel sites
- Pre-stock supply points
- Railheads

Critical Onward Movement Functions
- Command and control
- Communications
- Transportation
- Supply and services
- HOST NATION SUPPORT
- Force protection

Conduct TAA Operations

Complete Force Integration

Integration
- The process of establishing force projection units into coherent operational units in the designated joint operational area. JP 4-01.8
- Components of integration
  – Actions in JOA
  – Complete force integration

Complete Force Integration
- Integrate C4 with gaining command
- Integrate logistics with support organizations
- Conduct FTXs and rehearsals
- Confirm mission ready status

APPENDIX B
Joint Deployment Training Matrix

A – Level has the primary responsibility to provide, service, or take action
B – Level has a supporting responsibility to coordinate, monitor, or collect information
C – Level must be aware of actions taken

TASK		LEVEL			BASIS	
		SR	IN	EN	UJTL	DOCTRINE
	PHASE 1: Predeployment					
1.	**Analyze Mission**	A	A	C	SN 2.4	JP 0-2, 2-0 (JP 3-
1.1	Receive Initial Notification	A	A	C		JP 3-0, 5-03
1.2	Conduct Initial Mission Analysis	B	A	C	SN 2.4, SN 3.1.5	JP 0-2, 2-0, 3-0, 03.1)
1.2.1	Evaluate Deployed Location Requirements	A	A	A		JP 4-0
1.2.2	Review Installation Capabilities and Support Req.	A	A	A	SN 1	JP 0-2, 4-0, 4-01 CJCSM 3122.03
1.3	Receive Warning Order	A	B	C		JP 3-0, 5-03
1.4	Receive TPFDD Guidance	B	A	B		JP 3-0, 5-03
2.	**Structure Forces**	A	A	C	SN 7.3	JP 1, 0-2, 3-0, 5-
2.1	Source, Tailor, and Prioritize Force Structure	A	A	C	SN 3.2.1	JP 2-0, 3-0, 3-12 12.1, 3-56.1)
2.1.1	Develop Deployment Data	C	A	A	SN 1.2, SN 3.1	JP 3-0, 3-07, 4- 4-02, 4-01.5, 4-(
2.1.2	Verify Accompanying Supplies					
2.2	Establish Command Relationships	A	A	C		JP 0-2
3.	**Validate Deployment Data**	A	A	C		
3.1	Refine and Submit Deployment Data	A	A	C		JP 3-0, 5-03
3.2	Receive Supported CINC-Approved TPFDD	B	A	A	SN 3.1.3	JP 3-0, 3-10, 4-0
4.	**Prepare the Force**	B	A	A	ST 5.1.1	JP 6–0
4.1	Activate Deployment C2 and Support Organizations	A	A	A	SN 1.2.2	JP 3-17, 4-0, 4-0
4.2	Identify Containers, Flat racks, MHE, CHE, Pallets	C	C	A		JP 4-01
4.3	Identify and Resolve Shortfalls/Limitations	C	A	B	SN 3.2.1	JP 2-0, 3-0, 3-12 3-12.1, 3-56.1)

Joint Deployment Training Matrix

A – Level has the primary responsibility to provide, service, or take action
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C – Level must be aware of actions taken

TASK		LEVEL				BASI
4.4	Conduct Movement Coordination & Support Meeting	C	B	A	SN 1.1.4, SN 3.1.3, SN 3.1.5	JP 1, 3-0, 4-01.5
4.5	Develop Initial Load/Stow Plans	A	A	C	SN 3.2.3	JP 1, 3-0, 3-11, 3 01.5, 4-0, 5-0)
5.	**Schedule Movement**	C	A	A	SN 3.2.4	JP 3-12, 3-12.1,
5.1	Receive Strategic Movement Schedule	C	A	A	SN 3.2.5	JP 3-11, 3-12, 4-
5.2	Receive MTMC Port Call	C	A	A		JP 4-01
5.3	Assess Lift Schedule	C	A	A		JP 4-01
5.4	Build and Publish Schedule of Events	C	A	A		JP -01
5.4.1	Confirm Movement Clearances	C	A	A	SN 3.1.4	JP 1, 3-0, 3-07, 4
	PHASE 2: Move to/Act at POE				SN 1.2.3	JP 4-0, 4-01.3, 4
6.	**Assemble and Marshal Forces**	C	B	A	SN 3.2.4	JP 3-12, 3-12.1,
6.1	Assemble Personnel and Cargo	C	B	A	SN 2.5	JP 2-0, 4-01, 6-0
6.2	Conduct Unit Inspection, Load Equipment, & Process	C	B	A		JP 4-01
6.2.1	Sequence Loads	C	B	A		JP 4-01
6.3	Establish Support Organizations	C	A	A		JP 4-01
6.4	Move to POE	C	B	A	SN 1.2.4	JP 4-0, 4-01.3, 4 3122.03)
6.4.1	Conduct Movement Control Operations	C	A	A		JP 4-01, 4-01.3
7.	**Conduct POE Operations**	C	B	A	SN 1.2.3	JP 4-0, 4-01.3, 4
7.1	Arrive and Report Status	C	B	A		JP 4-01
7.2	Assemble and Sequence Loads	C	B	A		JP 4-01
7.3	Conduct POE Insp. & Compile Final PAX/Cargo Doc.	C	B	A		JP 4-01
7.4	Load Lift and Report Status	C	B	A		JP 4-01
7.5	Submit Departure Reports	C	B	A		JP 4-01

Joint Deployment Training Matrix

A – Level has the primary responsibility to provide, service, or take action
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C – Level must be aware of actions taken

TASK		LEVEL				BASI
		SR	IN	EN	UJTL	DOCTRINE
	PHASE 3: POE to POD				SN 1.2.5	JP 4-0, 4-01.3, 4
	PHASE 4: JRSOI				SN 4, ST 1	JP 1, 0-2, 3-0, 4
8.	**Analyze Mission**	A	A	C		
8.1	Conduct Initial Mission Analysis	A	A	C		JP 4-01, 4-01.8
8.1.1	Identify JRSOI Support Requirements	B	A	C	ST 1.1.2	JP 4-01, 4-01.3, 3122.03)
8.1.2	Identify HN Contract, and Command Capabilities	B	A	C	ST1.1.2.2	JP 4-01.5, 4-01.6 3122.03)
8.2	Prepare and Send JRSOI Directive	A	A	C	ST 1.1.2	JP 4-01, 4-01.3, 3122.03)
9.	**Prepare to Receive The Force**	B	A	C	ST 1	JP 1, 3-0, 4-01.3
9.1	Establish and Orient Theater Distribution System	B	A	C		JP 4-01, 4-01.8
9.2	Coordinate Host Nation (HN) and Contract Support	C	A	C	SN 3.1.5, ST1.1.2.1	JP 3-0, 4-0, 4-01
9.3	Establish Support Organizations	B	A	C		JP 4-01, 4-01.8
9.4	Prepare Areas to Assemble and Stage Forces	C	A	C		JP 4-01, 4-01.8
10.	**Conduct POD Operations**	C	C	A	SN 2.4	JP 2-0
10.1	Receive Personnel and Cargo	C	C	A	ST 5.1.1	JP 4-01, 4-01.8
10.2	Process Personnel and Cargo	C	C	A	ST 5.4.4	JP 4-01, 4-01.8
10.3	Move to SA	C	C	A	SN 3.2.3	JP 1, 3-0, 3-11, 5-0)
10.3.1	Conduct Movement Control Operations	C	A	A	SN 3.2.3	JP 1, 3-0, 3-11, 5-0)
11.	**Confirm Deployment Data**	A	A	A	SN 3.1.3	JP 3-0, 3-10, 4-0
11.1	Validate TPFDD Movement Requirements	A	A	A		3-0, 5-03
11.2	Recommend TPFFD Changes	A	A	A	SN 3.2.1	JP 2-0, 3-0, 3-12 3-12.1, 3-56.)

Joint Deployment Training Matrix

A – Level has the primary responsibility to provide, service, or take action
B – Level has a supporting responsibility to coordinate, monitor, or collect information
C – Level must be aware of actions taken

TASK		LEVEL				BASI
12.	**Prepare The Force**	B	B	A		
12.1	Establish C2, Security and Unit Areas	A	A	A	OP 5	JP 1, 0-2, 3-0, 3- 6-0, CJCSM 312
12.1.1	Report Status	A	A	A		JP 1-03
12.2	Coordinate Support Requirements	C	A	A		JP 3-0, 5-03
12.3	Assemble and Process Personnel	C	C	A		4-01, 4-01.8
12.4	Receive Equipment	C	C	A		JP 4-01, 4-01.8
12.5	Conduct Training & Perform Equipment Operability	C	C	A		JP
13.	**Assemble and Marshal Forces**	C	B	A	ST 1	JP 1, 3-0, 4-01.3
13.1	Process Personnel & Cargo for Movement	C	C	A		JP 4-01
13.1.1	Sequence Loads	C	C	A		JP 4-01
13.2	Coordinate Movement Security Requirements	C	A	A		
14.	**Onward Movement**	C	C	A		
14.1	Move to TAA	C	C	A		JP 4-01, 4-01.3
14.1.1	Conduct Movement Control Operations	C	C	A	ST1.1.2.1	JP 4-01, 4-01.3
15.	**Conduct TAA Operations**					
15.1	Establish C2, Security and Unit Areas	C	C	A	ST 5, OP 5	JP 1, 0-2, 3-0, 3- 3-07.3, 5-00.2, 6
15.1.1	Report Status	A	A	A		JP 3-10
15.2	Coordinate Support Requirements	C	A	A	SN 4	JP 1, 0-2, 3-0, 4-
15.3	Conduct Force Assembly & Accountability	C	C	A	ST1.1.2.2	JP 4-01.3, 4-01. CJCSM 3122.03
16.	**Complete Force Integration**	A	A	A	ST1.12.4	
16.1	Integrate C4 with Gaining Command	A	A	A	SN 5.1.1, SN 5.1.2, ST 5	JP 0-2, 3-0, 4-0, 3-07.4, 3-11, 4-0
16.2	Integrate with CSS	C	A	A	OP 4	JP 3-0, 4-0 (JP 0
16.3	Conduct Field Training Exercise (FTX) & Rehearsals	A	A	A	SN 3.1.4, SN 7, SN 7.4	JP 0-2, 1-0, 3-0, (JP 2-0, 3-05, 3-
16.4	Confirm Mission Readiness	A	A	A		JP 1-03

Joint "As-is" Force Deployment Process Description

1. Analyze Mission
Military operations begin with an event which requires movement of forces to somewhere in the world. This could be no-notice, or planned (i.e., Crisis Action or Deliberate Planning). The process begins with development of courses of action, includes selection of the desired course of action, and ends with the development of orders and their transmission.

1.1 Receive Initial Notification
Units receive informal notification of impending operations via any communication means.

1.2 Conduct Initial Mission Analysis
Based on early information acquired, planners assess potential scenario developments, mission requirements, and courses of action.

1.2.1 Evaluate Deployed Location Requirements, Capabilities, and Available War Reserve Materiel (WRM)
Planners collect intelligence on Theater terrain, weather, infrastructure, and prepositioned equipment/supplies.

1.2.2 Review Installation Capabilities and Support Requirements
Deployment installations assess the operational tempo, movement requirements, facilities, equipment, and deploying force support requirements.

1.3 Receive Warning Order
Formal notification is received which directs deployment planning and preparation.

1.4 Receive TPFDD Guidance
Supported CINC tailors basic Time Phased Force Deployment Data (TPFDD) Letter of Instruction (LOI) as necessary to plan and execute specific mission. Force providers add guidance to subordinate headquarters as necessary.

2. Structure Forces
A critical step in planning military operations is to identify all forces required to meet the mission. Force structuring includes establishing the command structure, tasking assigned forces (including Active and Reserve Components or other assigned forces) and ends with a defined force to accomplish mission objectives.

2.1 Source, Tailor, and Prioritize Force Structure
Deploying units are sourced and task organized to meet mission requirements and to fill Commander in Chief (CINC)/Joint Task Force (JTF)/component force requirements. CINC/JTF/components prioritize force flow within the overall structure based on operational needs and strategic lift limitations.

2.1.1 Develop Deployment Data
Deploying units provide passenger (PAX)/equipment lists for TPFDD refinement.

2.1.2 Verify Accompanying Supplies
Ensure units identify planned accompanying supplies.

2.2 Establish Command Relationships
Joint Staff confirms supported/supporting CINC/agency relationships by message for a given operation.

3. Validate Deployment Data

Execution procedures are used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and US Transportation Command (USTRANSCOM) that all information records in a TPFDD are not only error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness, movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs.

3.1 Refine and Submit Deployment Data

Force structure must be further described in terms of deployment data to facilitate logistics planning, movement, and sustainment. The result of this process is the development of the TPFDD. The TPFDD translates operational requirements into logistics terms (i.e., how much, when, and where) in order to deploy, prioritize, and schedule the flow of the force into the Theater.

3.2 Receive Supported CINC-Approved TPFDD

Supported CINC receives component Services' force requirement/deployment data and merges these data into its TPFDD. Supported CINC then reviews, analyzes, and re-prioritizes flow as necessary and sends the end product to USTRANSCOM for a transportation feasibility review. The completed review is returned to the Supported CINC for resolution of transportation conflicts. The end result of this process is the Supported CINC approved TPFDD. Deploying units prepare for movement based on this TPFDD. Changes may occur during deployment and incremental changes affecting units are implemented as required.

4. Prepare the Force (Personnel, Equipment, and Supplies)

Multiple actions, events, and activities must be accomplished to get the force ready to deploy. Planned requirements (represented by the TPFDD) are communicated to tasked units and supporting agencies, which take actions to prepare and organize the actual people, supplies and equipment for movement. This process also includes getting support organizations prepared to conduct deployment operations.

4.1 Activate Deployment C2 and Support Organizations

Task organize to support requirements for movement control elements (e.g., A/DACG, MCCs, POGs, TALCE, and so on).

4.2 Identify Containers, Flat Racks, MHE, CHE, Pallets, and Local Transportation Requirements

Supporting activities receive container/463L pallet requirements from units, assess capability to meet these requirements, and determine material handling equipment requirements to move containers and pallets from storage sites to unit areas.

4.3 Identify and Resolve Shortfalls/Limitations

Units identify personnel/equipment shortfalls against authorizations or mission requirements. Force providers take necessary actions.

4.4 Conduct Movement Coordination and Support Meeting

Commands at all levels review planning/execution status and assign tasks to resolve support issues.

4.5 Develop Initial Load/Stow Plans

Based on anticipated types of lift, units develop initial load/stow plans.

5. Schedule Movement

Movement scheduling is an iterative process at every level of supported and supporting commands in order to get the right people, supplies, and equipment to the right place at the right time.

5.1 Receive Strategic Movement Schedule

As received from validated TPFDD requirements, strategic lift assets are scheduled and registered in the Joint Operation Planning and Execution System (JOPES). These movement schedules are utilized by commands in support of movement planning, coordination, and execution.

5.2 Receive MTMC Port Call

As strategic sealift schedules are being developed, units/installations receive Military Traffic Management Command (MTMC) Area Command call forward messages directing movement to sea ports of embarkation in designated windows. For United States Navy (USN)/US Marine Corps (USMC) amphibious operations, MTMC port calls do not apply.

5.3 Assess Lift Schedule

Commands assess ability to meet strategic lift schedules. Allocation of unit line numbers (ULNs) to carriers is accomplished in JOPES. ULN lift shortfalls and available lift are identified to the Transportation Component Commands.

5.4 Build and Publish Schedule of Events

Movement instructions are published in accordance with JOPES carrier schedules and priority of force movement.

5.4.1 Confirm Movement Clearances

Movement control elements confirm movement clearances with host nation, state and governmental agencies.

6. Assemble and Marshal Forces

Assembly and marshaling involve bringing together people, supplies, and equipment in preparation for final movement. Support functions are established and positioned to expedite and control the movement and throughput of the force through the deployment pipeline.

6.1 Assemble Personnel and Cargo

Conducted within home and/or intermediate marshaling areas in support of movement preparations.

6.2 Conduct Unit Inspection, Load Equipment, and Process Documentation

Preparations and inspections for movement operations are completed. Documentation is married up with cargo and equipment.

6.2.1 Sequence Loads

Loads are staged/sequenced in support of movement to POE(s) based upon priority of force movement schedules.

6.3 Establish Support Organizations at POE

POE(s) deployment support organizations identified in Paragraph E1.4.1 are established in support of movement operations.

6.4 Move to POE

Movement to the designated POEs is conducted in accordance with movement instructions.

6.4.1 Conduct Movement Control Operations

Movement control elements coordinate, monitor, and report movement in accordance with movement instructions.

7. Conduct POE Operations

Port operations begin the strategic leg of the deployment pipeline. Essential actions are accomplished at the POE to complete and finalize all unit movement responsibilities. The result is the load and launch of the strategic conveyance. Critical information is provided to Command and Control and forward support elements to facilitate efficient onward movement of the force to the Port of Debarkation.

7.1 Arrive and Report Status

Arrival of forces and equipment at the designated departure POEs. Arrival reporting is done by the deployment support organizations/unit as directed.

7.2 Assemble and Sequence Loads

Personnel, cargo, and equipment are staged and sequenced in the established departure POE unit marshaling areas.

7.3 Conduct POE Inspections and Complete Final PAX/Cargo Documentation

Conducted within the departure POE's Alert Holding Area/Call Forward Areas IAW the Defense Transportation Regulations and joint procedures and policies.

7.4 Load Lift and Report Status

Conducted within the departure POE's Loading Ramp Areas. Load lift reports are submitted as directed between the POE support agencies/unit and component forces.

7.5 Submit Departure Reports

Departure Status reports are submitted by the deployment support organizations to the Command Element(s) in support of JOPES reporting requirements as directed.

8. Analyze Mission

The Supported Commander In Chief (CINC) tasks one of the assigned service components with the responsibility for Joint RSOI (JRSOI) operations. Planners must assess the Theater's operational environment, explore various courses of action for supporting JRSOI operations, and begin to identify JRSOI logistics requirements. The deploying force will require life support until units can be reassembled and made self-sufficient.

8.1 Conduct Initial Mission Analysis

Based on early information acquired, JRSOI planners assess current tactical situation, unit status, local security, and conduct preliminary analysis of JRSOI mission requirements.

8.1.1 Identify JRSOI Support Requirements

Staffs identify the number of personnel and the amount of cargo and equipment to be throughput in the JRSOI process to include movement from POD to any intermediate staging areas and unit moves to Tactical Assembly Areas (TAAs). The arrival sequence of units must also be determined. Support requirements for JRSOI are based on these factors.

8.1.2 Identify HN, Contract, and Command Capabilities
Commanders at all levels assess host nation, contract, and command capabilities to support key JRSOI functions to include requirements for transportation, facilities, security, supplies, services, labor service, POD support and other key functions.

8.2 Prepare and Send JRSOI Directive
The Supported CINC issues a JRSOI directive which outlines JRSOI plans and assigns responsibility for the execution of JRSOI operations in the Theater. Subordinate commanders provide additional guidance to subordinate headquarters, as necessary.

9. Prepare To Receive The Force
A critical step in the JRSOI planning process is the actual preparation to receive the force. The Theater capacity and supporting force structure must be synchronized with the scheduled arrival of deploying forces to ensure the required support is provided. This includes establishing the command structure and assigning JRSOI responsibilities to specific forces.

9.1 Establish And Orient Theater Distribution System
The Supported CINC establishes a Theater logistics distribution system to support JRSOI operations from the POD to TAA. The Theater distribution system manager advises the CINC on the best logistical methods to support the mission. They will plan, track, and manage the Theater logistics support, establish adequate air and surface distribution operations, and capture the logistics data from the entire Theater.

9.2 Coordinate Host Nation (HN) And Contract Support
Host Nations may provide a variety of services through their national and commercial agencies in support of JRSOI operations. It will be necessary to coordinate/contract with the HN and commercial agencies for the use of land, transportation, and services. Rental cars, buses, cargo trucks, forklifts, and cranes are necessary for the basic transportation of troops and equipment during the reception phase. Contracting for HN transportation resources may diminish as TPFDD scheduled transportation units arrive in Theater and begin to assist with the support of JRSOI.

9.3 Establish Support Organizations
The organizations designated to provide supply and service, security, maintenance, facility and other types of support must be established at key locations to support the JRSOI effort.

9.4 Prepare Areas To Assemble And Stage Forces
PODs, Marshaling Areas, intermediate staging areas, convoy support centers, forward support bases and TAAs must be readied to receive and support forces undergoing the JRSOI process.

10. Conduct Pod Operations
The deploying force will arrive in the Theater at APODs and SPODs. Reception is the process of expeditiously offloading, marshaling, and transporting equipment, personnel, and materiel to complete the strategic deployment phase to a sea, air, or surface transportation point of debarkation (POD). Reception operations at the POD include all those functions necessary to receive and clear unit personnel and equipment through the POD.

10.1 Receive Personnel and Cargo

Personnel and cargo are offloaded at terminals. The support organization analyzes in-transit visibility data to determine how and where the arriving personnel and cargo are to be moved to appropriate holding areas. Status reports are provided to higher headquarters. The units are advised of the general situation and may be tasked for personnel to work on various work parties (i.e., drivers for offloading, PSA, security, cargo offload, and so on).

10.2 Process Personnel and Cargo for Movement and Prepare Documentation

Personnel and cargo are received and processed for movement. Unit personnel and cargo may move on unit equipment and/or common user transportation. Appropriate documentation is prepared for subsequent movement.

10.3 Move to SA

Unit personnel and cargo will usually move to an Staging Area. In some situations unit personnel and cargo may move directly to the TAA. If movement is to a Staging Area, preparations begin there for onward movement to the TAA. In certain instances, the POD, Staging Area, and TAA may be collocated.

10.3.1 Conduct Movement Control Operations

Movement control elements coordinate, monitor, and report movement in accordance with movement instructions. The movement control system also establishes procedures with host nation, commercial contractor, and allied forces on the use of available transportation resources.

11. Confirm Deployment Data

The TPFDD establishes the flow of units into the Theater. The Supported CINC must carefully balance the force mix and arrival sequence of combat forces and combat service support units to ensure JRSOI support and throughput requirements can be met. The service component responsible for JRSOI operations must continuously review the TPFDD to determine its mission support requirements. It then requests changes to its support force structure in accordance with CINC guidance to accomplish its mission.

11.1 Validate TPFDD Movement Requirements

The command continuously evaluates the JRSOI mission capabilities of inbound units to ensure JRSOI mission requirements can be met in a timely manner.

11.2 Recommend TPFDD Changes

All assigned units within the JRSOI organization report through the chain of command on status of unit (personnel and equipment) capability to perform assigned missions. The command headquarters makes TPFDD change recommendations to the CINC based on assigned unit capability, JRSOI requirements, and projected missions to ensure sufficient JRSOI support capability is present in Theater to support unit throughput.

12. Prepare The Force (Personnel, Equipment, and Supplies)

Units arrive at the Staging Area and begin preparations for movement to the TAA. Staging is the assembling, temporary holding, and organizing of arriving personnel and materiel into units and forces, and preparing them for onward movement and tactical operations. Support activities in the Staging Area provide life support until units become self-sustaining. In the Staging Area, C2 organizations are stood up to monitor status, receive reports, prioritize movement, provide local security, monitor throughput of subordinate units, and forward status to higher headquarters. The force is prepared for

movement to the TAA. Equipment and cargo including WRM are received, accounted for, and distributed. Units prepare for onward movement by assembling, processing and accounting for personnel; performing maintenance and operations checks on equipment, and developing load plans for movement from the Staging Area to TAA. When the unit has received its movement mission, adequate intelligence, and is task organized in accordance with command guidance, it makes final movement preparations and departs the staging area.

12.1 Establish C2, Security and Unit Area

C2/CP operations are established and liaison elements are sent to higher, adjacent, external, and subordinate organizations, as the mission requires. C2 is established with higher headquarters, and units maintain close coordination with higher headquarters as they make final preparations. Units ensure security operations are established in accordance with the security plan.

12.1.1 Report Status

Units continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission and report status to higher headquarters. Movements and the status of units and forces should be reported from all nodes where JRSOI operations are being conducted.

12.2 Coordinate Support Requirements

Coordination is established with the Staging Area support activities to provide logistics support and services.

12.3 Assemble and Process Personnel

Units prepare for onward movement by assembling, processing, and accounting for personnel. Personnel are accounted for and processed in accordance with command guidance, JRSOI directives, and unit SOP. Units are task organized to execute the mission based on CINC guidance and the operational environment.

12.4 Receive Equipment, WRM, and Supplies

Units receive their equipment, equipment augmentation, WRM, and supplies, as required. Equipment, cargo, and supplies are received, accounted for, and distributed in accordance with the logistics guidance. Units perform maintenance and operational checks on equipment.

12.5 Conduct Training and Perform Equipment Operability Checks

Training is conducted in key mission essential tasks. Equipment is checked to ensure it is combat ready and mission capable.

13. Assemble And Marshal Forces

Assembly and marshaling involves bringing together people, supplies, and equipment in preparation for onward movement. Onward movement is the process of moving units and accompanying materiel from reception facilities and marshaling or staging areas to tactical assembly areas or other Theater destinations, moving arriving non-unit personnel to gaining commands, and moving arriving sustainment materiel from reception facilities to distribution sites. Support functions are established and positioned to expedite and control the onward movement of the force to the TAA.

13.1 Process Personnel and Cargo for Movement and Prepare Documentation

Load plans are developed and checked to ensure essential equipment and supplies can be transported. External movement requirements are identified and movement requests are submitted.

13.1.1 Sequence Loads

Loads are sequenced to ensure the most efficient use of available transportation assets. Safety and security of the force are also considered when making decisions during sequence planning.

13.2 Coordinate Movement Security Requirements

Units ensure security operations are established in accordance with the security plan and monitor the movement.

14. Onward Movement

The unit moves to the TAA in accordance with movement and security instructions.

14.1 Move to TAA

Units depart staging area for the TAA.

14.1.1 Conduct Movement Control Operations

A Movement Control Element coordinates movement requirements with the security force and confirms movement clearances have been approved. Departure, enroute, and arrival statuses are monitored and reported.

15. Conduct TAA Operations

The TAA is a location designated by the CINC where units will transfer authority to their gaining commands, and from which they can be integrated into the force and be tactically employed. Units arrive at the TAA and continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission. Coordination is also made for TAA security operations. Unit reports to higher headquarters ready for operations when JRSOI operations are completed.

15.1 Establish C2, Security, and Unit Area

C2/CP operations are established and liaison elements are sent to higher, adjacent, external, and subordinate organizations, as the mission requires. C2 is established with higher headquarters, and units maintain close coordination with higher headquarters as they make final preparations.

15.1.1 Report Status

Units continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission and report status to higher headquarters. Movements and the status of units and forces should be reported from all nodes where JRSOI operations are being conducted.

15.2 Coordinate Support Requirements

Coordination is established with the TAA support activities to provide logistics support and services.

15.3 Conduct Force Assembly and Accountability

Units perform a final unit assembly accountability of equipment, supplies, and personnel and report status to the gaining command.

16. Complete Force Integration

Integration is the process of establishing force projection units into coherent operational units under the command and control of the supported CINC. The JRSOI process ends when the unit commander has reported ready for operations, and the unit integrates with its higher headquarters. The unit is integrated with logistics and operational components of the gaining command and completes any final command directed training and activities before being committed to missions.

16.1 Integrate C4 with Gaining Command

C4 is completely integrated between the gaining command, supporting commands, units, JRSOI organizations and commanders at all levels to facilitate the timely and accurate exchange of critical information. The receiving commander must establish positive command and control over the arriving unit in the TAA.

16.2 Integrate with CSS

The unit establishes direct support relationships with various support elements in the CSS structure to include supply, services, maintenance, and medical.

16.3 Conduct Field Training Exercise (FTX) and Rehearsals

Units conduct FTXs and rehearsals as part of final training preparation.

16.4 Confirm Mission Readiness

Commanders report their units status in accordance with the readiness criteria established by the CINC and confirm when ready to execute their assigned missions.

Appendix C
Target Training Levels

Table 1 shows the relationship between the Joint and Service, deployment training courses and the subjective target audience for each. Senior level courses are targeted for grades O-6 and above who are functioning in leadership/senior decision maker roles in Joint Staff or Service Department positions. Intermediate level courses are primarily designed for grades O-4/E-6 and above who serve in "action office" level positions on Joint and Service Department staffs. Entry level courses target O-3/E-5 and below who are functioning at the unit level. Specialty courses prepare subject matter experts, regardless of rank or position.

CATALOG COURSE NUMBER	DESCRIPTION	SENIOR	INTERMEDIATE	ENTRY	SPECIAL
F1	Advanced Study of Air Mobility		X		
F2	ACSC		X		
F3	Air Mobility Operations		X		
F4	Air Trans Apprentice			X	
F5	Air Trans Craftsman			X	
F6	Air Trans Manager (ATM)			X	
F7	Air War College	X			
F8	Basic Trans Officer			X	
F9	Cargo Operations & Systems			X	
F10	CE Contingency Operations			X	
F11	Combat Air Platform Employment		X		
F12	Combat Casualty Care	X	X		X
F13	Combat Logistics		X		
F14	Contingency Wartime Planning		X	X	
F15	HAZMAT Inspector Preparer				X
F16	Intermediate Wartime Contingency		X		
F17	Introduction to Logistics			X	
F18	Joint Special Operation Planning		X		
F19	Logistics Plans & Program Officer			X	
F20	Logistics Plans Apprentice			X	
F21	Logistics Plans Craftsman			X	
F22	Logistics Plans Officer			X	
F23	MANPER-B Systems			X	X
F24	Operational Analysis		X		
F25	Passenger Operations & Systems			X	
F26	Silver Flag Exercise Site Certification			X	
F27	Trans Combat Readiness & Resources			X	
F28	Transportation Manager			X	
F29	Director of Mobility Forces Seminar	X			
F30	Squadron Officers School			X	

Table 1 – Target Training Levels

CATALOG COURSE NUMBER	DESCRIPTION	SENIOR	INTERMEDIATE	ENTRY	SPECIAL
A1	Air Deployment Planner			X	
A2	Basic Freight Traffic			X	
A3	Combined Logistics Officer			X	
A4	Computer Deployment Sys			X	
A5	DA Movement Management			X	
A6	HAZMAT –Refresher				X
A7	Defense Traffic Management				X
A8	HAZMAT				X
A9	Division Trans Officer		X	X	
A10	HAZMAT Handling				X
A11	Installation Traffic Management			X	
A12	Cargo Container Reinspection				X
A13	Logistics Precommand			X	
A14	MILSTAMP				X
A15	Mobilization/Deployment Plan		X		
A16	Ocean Trans & Mar Terminal			X	
A17	Passenger Travel Specialist			X	
A18	Shiploading & Stowage			X	
A19	Strategic Deployment Planning	X	X	X	
A20	Technical Trans of HAZMAT				X
A21	Trans Inf. Systems		X	X	
A22	Trans Officer RC Advanced			X	
A23	Trans Officer Basic			X	
A24	Trans Pre-Command			X	
A25	Unit Move Off Deploy Planning			X	
A26	Worldwide Port System	X	X	X	
A27	Army War College		X		
A28	CGSC		X		
J1	FGOS	X			
J2	JOPES Basic Operations		X	X	
J3	JOPES Specialty		X	X	X
J4	TS3				X
J5	AFSC		X		
J6	CAPSTONE	X			
J7	JFOW	X			
J8	Joint Logistics	X	X		
J9	ICAF	X			

Table 1 – Target Training Levels

CATALOG COURSE NUMBER	DESCRIPTION	SENIOR	INTERMEDIATE	ENTRY	SPECIAL
M1	ARG/MEU Planning Workshop		X		
M2	Amphibious War Indoctrination		X	X	
M3	Basic Log/Embark Specialist			X	
M4	C2W		X	X	
M5	Res Logistics Officer Orientation			X	
M6	EWS Planning Course		X	X	
M7	EW Staff Planning Course		X		
M8	MAGTF Enlisted Planner			X	
M9	JMCIS				X
M10	Logistics Officer			X	
M11	Logistic/Embarkation NCO/SNCO		X		
M12	Reserve Logistic/Embarkation			X	
M13	Team Embarkation Off/Asst			X	
M14	MCWC	X			
M15	MCCSC		X		
N1	ARG/MEU Plan		X		
N2	Basic Logistics Embarkation Spec			X	
N3	Intro Expeditionary Logistics			X	
N4	Logistics Officer			X	
N5	MDSSII/CAEMS			X	X
N6	Amphib Warfare Indoctrination			X	
N7	Basic Logistics/ Embarkation			X	
N8	Naval command and staff		X		
N9	Naval War College	X			
N10	C2W		X	X	
N11	EWS Planning		X		
N12	EWS Planning Special		X	X	
N13	Logistics Officer			X	
N14	Logistics Embarkation NCO/SNCO			X	

Table 1 – Target Training Levels

Appendix D
ISO 9660 Specifications

The file structure is like DOS.

File, directory, and volume names are all in **CAPS**.

Only alphanumeric and underscore characters are allowed.
For example: ABCDEFGHIJKLMNOPQRSTUVWXYZ1234567890_

There may be only a maximum of eight directories including the root directory.
For example: `c:\WORD\COMPANY\LETTERS\MONTH\DAY\DEPART\MANAGER`

Volume names must be limited to eleven alphanumeric characters (including underscore characters).

Directory names must follow the DOS standard of a MAXIMUM of eight characters. Do **NOT** use the extension characters in directory names.
For example: WORD, UTIL, EXCEL, LETTERS. **NOT** SHARE.TXT. DOS has a limit of 510 files and directories in the ROOT directory.

File names must follow the DOS standard of a MAXIMUM of eight characters, a dot, and a three-character extension. **For example**: WORD, 033.TIF, RESUME.DOC, LETTER.TXT, 12345678.900 The complete file name or path is limited to a total length of 65 characters. Operating systems like Novell allow longer file names and paths. These need to be shortened to 65 characters.

When writing an ISO 9660 disc, a dot, a semi-colon, and a 1 will appear after the file name.
For example: WORD.;1, 033.TIF.;1, RESUME.DOC.;1, LETTER.TX.;1T, 12345678.900.;1 (DOS won't let you see the .;1)

How to make a fully ISO 9660 compliant CD-ROM disc for the PC.
Volume name is limited to 11 alphanumeric and underscore characters in all CAPS. All directories and files are limited to 8 alphanumeric and underscore characters in all CAPS. Files must have a dot and a three-character extension.

Appendix E
Glossary

AAI	Air-to-Air Interface
A/DACG	Arrival/Departure Airfield Control Group
AFCAP	Air Force Contract Augmentation Program
AMC	Air Mobility Command
AOR	Area of Responsibility
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
APS	Army Pre-positioned Stocks
ASI	Additional Skill Identifier
ASL	Authorized Stockage List
BCTP	Battle Command Training Program
C2	Command and Control
C4	Command, Control, Communications, and Computers
C4I	Command, Control, Communications, Computers, and Intelligence
CBT	Computer Based Training
CDRL	Contract Deliverable Requirements List
CD-ROM	Compact Disk-Read Only Memory
CDTF	Course Summary Data File
CHE	Container Handling Equipment
CINC	Commander-in-Chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COA	Course of Action
CONCAP	Construction Capability Contract
CONOPS	Concept of Operations
CONUS	Continental United States
COP	Common Operational Picture
CP	Command Post
DACG	Departure/Arrival Airfield Control Group
DAU	Defense Acquisition University
DID	Data Item Description
DIRMOBFOR	Director, Mobility Forces
DL	Distance Learning
DOD	Department of Defense
DPMO	Deployment Process Management Office
DVD	Digital Video Disk
EAB	Executive Advisory Board
FMCC	Force Movement Control Center
FOC	Full Operational Capability
FTP	File Transfer Protocol
FTX	Field Training Exercise

Glossary

GCCS	Global Command and Control System
GTN	Global Transportation Network
HN	Host Nation
HSS	Health Service Support
HTML	HyperText Markup Language
HQ	Headquarters
IAW	In Accordance With
ICW	Interactive Courseware/In Conjunction With
IOC	Initial Operational Capability
ITO	Installation Transportation Officer
ITV	In-transit Visibility
JDETDW	Joint Deployment Education and Training Digital Warehouse
JDTC	Joint Deployment Training Center
JF	Joint Force
JFC	Joint Force Commander
JFRG II	Joint Force Requirements Generator Warplanning System
JTO	Joint Transportation Office
JLOTS	Joint Logistics Over-the-Shore
JMC	Joint Movement Center
JOA	Joint Operations Area
JOPES	Joint Operation Planning and Execution System
JPEC	Joint Planning and Execution Community
JPME	Joint Professional Military Education
JROC	Joint Rear Operations Center
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JTB	Joint Transportation Board
JTF	Joint Task Force
JTO	Joint Transportation Officer
JTTP	Joint Tactics, Techniques, and Procedures
JULLS	Joint Universal Lessons Learned
JV 2010	Joint Vision 2010
LOC	Line of Communication/Logistics Operation Center
LOGCAP	Logistics Civil Augmentation Program
LMCC	Logistics and Movement Control Center
LRC	Logistics Readiness Center
MA	Marshaling Area
MAGTF	Marine Air Ground Task Force
MCA	Movement Control Agency
MCC	Movement Control Center
MCU	Multipoint Control Unit
MDSS II	MAGTF II Deployment Support System

Glossary

MEF	Marine Expeditionary Force
MEL	Military Education Level
MHE	Material Handling Equipment
MOG	Maximum on Ground
MPS	Maritime Prepositioning Ships
MSC	Military Sealift Command
MTMC	Military Traffic Management Command
NCA	National Command Authorities
NMS	National Military Strategy
NSS	National Security Strategy
OCONUS	Outside Continental United States
OPCON	Operational Control
OPLAN	Operations Plan
OPS MEP	Officer Professional Military Education Policy
PAX	Passengers
PHIB	Amphibious
PLL	Prescribed Load List
PME	Professional Military Education
POD	Port of Debarkation
POE	Port of Embarkation
POG	Port Operations Group
POL	Petroleum, Oils, and Lubricants
PREPO	Pre-positioned (stocks, sets, materiel)
PSA	Port Support Activity
RHOG	Railhead Operations Group
RMDF	Read-Me Data File
RORO	Roll On Roll Off
SA	Staging Area
SAI	Sea-to-Air Interface
SEN	Satellite Education Network
SGDF	Student Guide Data File
SGITC	Small Group Instructor Training Course
SOP	Standing Operating Procedures
SOW	Statement of Work
SPOD	Seaport of Debarkation
SPOE	Seaport of Embarkation
TAM	Table of Authorized Materials
TMO	Transportation Management Officer
TAA	Tactical Assembly Area
TAITC	Total Army Instructor Training Course
TALCE	Tanker/Airlift Control Element
TCAIMS II	Transportation Coordinators' Automated Information Systems II
TCC	Transportation Component Command

Glossary

TCCD	Training Course Control Documentation
TNET	Teletraining Network
TOE	Table of Organization and Equipment
TPFDD	Time-Phased Force and Deployment Data
ULN	Unit Line Number
UJTL	Universal Joint Task List
UMCC	Unit Movement Control Center
USACOM	United States Atlantic Command
USCINCTRANS	Commander-in-Chief, United States Transportation Command
USMC	United States Marine Corps
USTRANSCOM	United States Transportation Command
VTT	Video Teletraining
VTTIC	Video Teletraining Instructor Training Course
VV&A	Verification, Validation, and Accreditation
WBI	Web Based Instruction
WRM	War Reserve Materiel
WRS	War Reserve System
WWW	Worldwide Web